

CHAPTER ONE: LEADERSHIP AND THE CHALLENGE TO MAKE IT WORK

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THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP®

The Leadership Challenge focuses on how leaders struggle to get things done in organizations. It presents five practices that ordinary people can put into action to bring out the best in themselves and those that they lead. The Five Practices of Exemplary Leadership® include:

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Others to Act
5. Encourage the Heart

What does each of these mean?

- Model the Way is what leaders need to do to identify their values and transform those values into action.
- Inspire a Shared Vision addresses how a leader envisions a preferred future and involves others in the vision.
- Challenge the Process seeks out opportunities for improvement, generating small wins, and learning from mistakes.
- Enable Others to Act promotes collaboration by building trust and relationships.
- Encourage the Heart addresses how leaders reward and recognize individuals and create a sense of community.

The authors of *The Leadership Challenge*, Jim Kouzes and Barry Posner, have also identified Ten Commitments of Leadership that correspond to The Five Practices. The commitments, or behaviors, give a deeper understanding to The Five Practices. They specify what a leader does to demonstrate each of The Five Practices.

1. Model the Way
 - Clarify values by finding your voice and affirming shared ideals.
 - Set the example by aligning actions with shared values.
2. Inspire a Shared Vision
 - Envision the future by imagining exciting and enabling possibilities.
 - Enlist others in a common vision by appealing to shared aspirations.
3. Challenge the Process
 - Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.

- Experiment and take risks by constantly generating small wins and learning from experience.
4. Enable Others to Act
 - Foster collaboration by building trust and facilitating relationships.
 - Strengthen others by increasing self-determination and developing competence.
 5. Encourage the Heart
 - Recognize contributions by showing appreciation for individual excellence.
 - Celebrate the values and victories by creating a spirit of community.

WHY THIS BOOK

The Leadership Challenge and its related materials have been around for more than twenty-five years. During that time, hundreds of trainers, facilitators, and consultants have adapted the materials to their own use. This also includes The Leadership Challenge Certified Masters, whose work you will find in this book.

This book compiles many of the good ideas that have been created over the years and begins to catalog them in one handy place for all of you who use the Kouzes/Posner concepts and materials.

WHAT'S IN THIS BOOK

This book is chock full of 106 leadership activities.

The chapter you are currently reading, Chapter One, provides you with an overview of the entire book.

Chapter Two presents you with tools, tips, and techniques to deliver a professional training session. It discusses the characteristics that make a good trainer and reviews adult learning principles—something all trainers should be reminded of regularly. It provides practical suggestions to make your job as a trainer successful, including ways to prepare, ideas for how to create a supportive environment, and practical ways for how to increase participation. Suggestions for facilitating activities, ideas for forming small groups, and practical tips for managing your time in a training session will increase your efficiency and effectiveness in your learning setting.

Chapters Three through Seven present each of The Five Practices, an overview, and the related activities. You should feel empowered to select any of The Five Practices in any order, since the framework is not a step-by-step process that proceeds from one practice to another. The same is true for the selection of activities. Select the one(s) that are most appropriate for your leader(s).

Chapter Eight and Nine continue to offer activities. Chapter Eight assembles fifteen overarching activities that incorporate all of The Five Practices. They can be used as introductory or review activities—or to meet other needs. Chapter Nine brings together eleven activities that relate to specific leadership skills, but that do not fit neatly into The Five Practices--networking or running a virtual meeting, for example. This chapter is also the vessel for four activities we call Other Times and Other Places because they do not fit into the typical training mold.

LUMINARY CONTRIBUTORS

Jim Kouzes and Barry Posner have a huge following. *The Leadership Challenge* has sold almost 1.5 million copies and has been translated

into over a dozen languages. Over one million people have taken the highly acclaimed *Leadership Practices Inventory* (LPI) and more than four hundred doctoral dissertations and academic research projects have been based on The Five Practices of Exemplary Leadership Model.

It is no wonder then that when a call for submissions was placed for this book, many of the Kouzes/Posner “fan club” members were the first to respond. Several of these contributors are leaders in their own right. They include:

- Jean Barbazette, author, *Managing the Training Function for Bottom-Line Results*
- Geoff Bellman, author, *Getting Things Done When You Are Not in Charge*
- Herb Cohen and Bruce Fern, co-owners, Performance Connections International
- Daryl Conner, author, *Leading at the Edge of Chaos*
- Debra Dinnocenzo, author, *How to Lead from a Distance*
- Barbara Pate Glacel, author, *Light Bulbs for Leaders*
- Len Goodstein, author; former CEO, University Associates
- Ann Herrmann-Nehdi, CEO of Herrmann International
- Beverly Kaye, author, *Love 'em or Lose 'em*
- Toni Lucia, author, *The Art and Science of 360-Degree Feedback*
- Nanette Miner, The Training Doctor
- Lou Russell, CEO, consultant, speaker, and author
- Darryl Sink, three-time winner of ISPI's Outstanding Product of the Year award
- Joanne Sujansky, author, *Keeping the Millennials: Why Companies Are Losing Billions to This Generation*
- Lorraine Ukens, author and editor, *What Smart Trainers Know*

- Charlotte Waisman, author, *Her Story: A Timeline of the Women Who Changed America*
- Cal Wick and Andy Jefferson, authors, *The Six Disciplines of Breakthrough Learning*

Several contributors are Certified Masters of *The Leadership Challenge*. This label indicates the highest level of expertise in all applications of The Leadership Challenge® Model and is evidenced through the designee's high-level delivery and facilitation of workshops, LPI coaching competence, a wide range of organization development experiences, established client credibility, a global mindset, publishing, and a collaborative, curious spirit that leads to ongoing, innovative product development. This group includes:

Lily Cheng	Steve Houchin
Peter Cheng	Sharon Landes
Kim Chesky	L.J. Rose
Beth High	Valarie Willis

Several contributors are also designated as Certified Facilitators of *The Leadership Challenge*. The certified label indicates a level of understanding of the model that enables the participant to deliver workshops and services in a manner consistent with the level of excellence and integrity associated with the brand. This group includes:

Daren Blonski	Jean Lee
Angie Chaplin	John Lybarger
Ricky Foo	

Each of these contributors is an exemplary leader in the profession. Their activities can be found within the activity pages under each of The Five Practices. We thank them profusely for taking time from their busy schedules to share their expertise with all of us.

HOW TO USE THIS BOOK

There are several ways to get the most out of this book. We suggest that you turn to Chapter Two to brush up on your training delivery skills.

Decide which of The Five Practices you require ideas or activities for and turn to that chapter to be inspired. Peruse the activities based on the number of people you will have in your session or the amount of time you have. Read the objectives; they will help you to define exactly what you need.

Remember, as we said earlier, The Five Practices may be taught in any order. If you are focusing on one of The Five Practices, you may select two or more activities that have a different focus. Or you might wish to select activities from more than one of the practices.

If you are looking for inspiration for yourself, check out the last chapter. It will help you think about how to continue to learn and grow yourself.

HOW TO USE AND SELECT ACTIVITIES

Each of the chapters contains from twelve to eighteen activities.

You should find enough information on the first page of each activity to know whether it will work in your situation. You will find the title of the activity, the objectives, anything special about the audience (such as whether it needs to be an intact team), amount of time it will take, the materials and equipment the activity requires, and the room setup.

If you read the first page of the activity and all your criteria are met, turn the page and begin to read the step-by-step process. We tried to keep the directions for conducting the activity as concise as possible without eliminating any important steps.

Before you conduct an activity, be sure to allow enough time. If your group is at the high end of the number of participants, plan on the maximum amount of time. To be on the safe side, add an additional 10 percent the first time you conduct any activity. Manage your time during the activity by not letting time get away from you during group discussion or small group breakout activities.

Practice It

Bring a group of colleagues together to practice a new activity before you debut in front of the group. This is a great way for you to gain experience with the activity and an even better way for you to get feedback.

Follow the guidelines for introducing, conducting, and processing an activity in Chapter Two to ensure that the activity produces all the learning that you want it to.

Other Times and Places

Although the activities have been written for a training room scenario, most of the activities could be adapted for a number of other situations:

- Coaching a leader one-on-one
- Follow-up to the *Leadership Practice Inventory* (LPI)
- Self-study for a leader, especially some of the handouts that are content-rich
- Webinar material
- Refresher activities a month after the session
- The basis for a brown-bag discussion in your company
- The start of a conference presentation design
- Teaching a class at your local university
- An ASTD or other association presentation

Activities as Follow-Up to the LPI

Many of these activities can be used with individuals who have completed *The Leadership Practices Inventory* (LPI). You will most likely adjust the process to accommodate just one person. For example, if discussion with others in a classroom setting enriches the activity, you might have the individual identify a colleague with whom to discuss the activity.

Use the activities in Chapters Three through Seven to supplement other LPI material you might be using. Mix things up—insert new activities into the context of The Leadership Challenge® Workshop, Leadership Is Everyone’s Business Workshop, or the new The Challenge Continues Workshop. This newest workshop is designed specifically to follow up and reinforce understanding of the model. What better way to do this than with experiential learning activities?

That’s enough for this chapter. It is time for you to dig in to experience some of the fun we’ve had as we’ve edited the 106 activities in this book.

