

ORIENTEERING

“Our strength as humans and as leaders has nothing to do with what we look like. Rather, it has everything to do with what we feel, what we think of ourselves. . . . Leadership is applicable to all facets of life.”

—VERONICA GUERRERO, WINNING EDGE RESEARCH

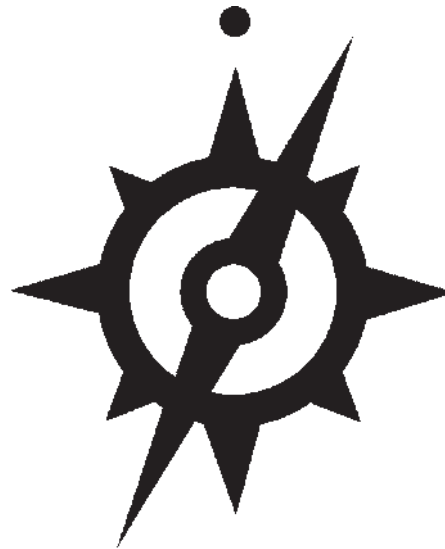


Places We Have Never Been

“Leadership opportunities are presented to everyone. . . . What makes the difference between being a leader and not is how you respond in the moment.”

—MICHELE GOINS, CHIEF INFORMATION
OFFICER FOR HEWLETT-PACKARD’S IMAGING
AND PRINTING GROUP

**To *lead*: to go, to guide,
to travel**



We are all on our way somewhere else. We are all making the journey into a changed world called “the future.”

We never travel alone. We have to work together to make our dreams become realities. To make this journey successfully we will all have to become leaders.

This section is called Orienteering, after the sport that's been called "the thinking person's cross-country race." In Orienteering, participants use a compass and a map to set the best and fastest course through unfamiliar territory.

Leadership is a lot like Orienteering. You're expected to find your way through the unknown, and you're expected to help others find theirs. You're expected to participate. There are no spectators in orienteering, and there are no spectators in leadership.

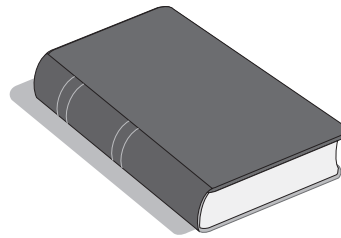
Everyone has an important role to play in charting the course to success.

Experience Is the Best Teacher

In our research, we asked people how they learned to lead. According to our study and the findings of other researchers, there are three primary sources of learning:

- Trial and error
- Other people
- Course work and self-study

How We Learn to Lead



Your Personal-Best Leadership Experience is your best lesson in leadership development. Experience—not course work—is the best teacher.

Personal-Best Leadership Experience

In preparing for this workshop, you wrote about your Personal Best as a leader. Take a few moments now to review your notes and get ready to tell your story. Be prepared to hear about some extraordinary accomplishments from your colleagues.

1. **Share your Personal Best.** Take turns telling your stories. When it's your turn, summarize the story to capture the essence of the situation, the key actions, and the leadership lessons.

As you listen to your colleagues, take notes on the next page about what behaviors, attitudes, and factors seem to be the keys to the success of each leadership event.

Make sure that someone in each group keeps track of time so that everyone gets a chance to share his or her story completely.

2. **Discuss the stories.** When you've all told your stories, discuss the notes you've made. Share your observations, asking yourself:
 - What do the keys to "Personal-Best Leadership" seem to be?
 - What common elements run through the stories?

Use page 10 of this workbook to summarize the leadership actions and practices that were common to your group's Personal-Best stories.

3. **Make a flip-chart summary.** List the three to five key common elements in your group's stories that contribute to Personal-Best Leadership. Post the page where all the workshop participants can see it.

Leading Your Life

“Leadership is the art of mobilizing others to want to struggle for shared aspirations.”

—JIM KOUZES AND BARRY POSNER

In today’s fast-moving, complex world, leadership must be everyone’s business. At work and home, church and school, we face new and difficult choices. We can’t always wait until “the boss” is available to make decisions and take action. We have to be leaders ourselves.

As the saying goes, we “lead” our lives. We call on leadership skills, vision, and teamwork to balance our obligations, ambitions, and resources at work and in the wider world.

Throughout our lives, as we grow and learn and cope with the challenge of change, we don’t do it alone. And as we call on others, we use the essential skills of leadership to pursue our goals.

How do you get other people to follow willingly, especially when you set out across unknown territory? How do you mobilize other people to move forward together in a common purpose? How do you persuade others to want to get extraordinary things done?

We interviewed more than five hundred individuals, reviewed more than twelve thousand case studies, and analyzed more than one million survey questionnaires to find out what leaders do to make themselves leaders when performing at their best.

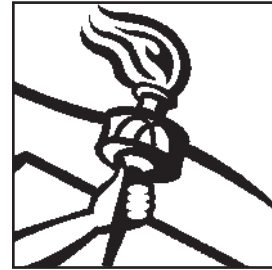
By studying times when leaders performed at their personal best, we were able to identify Five Practices common to most extraordinary leadership achievements.

When leaders are at their best, they:

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

The Five Practices of Exemplary Leadership®

- Clarify values by finding your voice and affirming shared ideals.
- Set the example by aligning actions with shared values.



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- Envision the future by imagining exciting and ennobling possibilities.
- Enlist others in a common vision by appealing to shared aspirations.



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- 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.

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- Foster collaboration by building trust and facilitating relationships.
- Strengthen others by increasing self-determination and developing competence.

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- Recognize contributions by showing appreciation for individual excellence.
- Celebrate values and victories by creating a spirit of community.

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The Leadership Practices Inventory

What does the LPI measure?

The LPI was developed to validate Jim Kouzes' and Barry Posner's findings from their Personal-Best Leadership case studies. Their goal was to assess the extent to which the behaviors would predict current and future leadership effectiveness. The research data from literally hundreds of thousands of people consistently shows that leaders who engage in the behaviors measured by the LPI are more effective and successful than those who engage in them less frequently.

When you completed the LPI, you used a ten-point scale ranging from "almost never" (1) to "almost always" (10) to indicate how frequently you engage in thirty leadership behaviors, six behaviors for each of The Five Practices. The ranking on one practice does not affect the ranking on any of the others.

The LPI provides information about your perceptions of your leadership behaviors; it does not evaluate your IQ, leadership style, management skill, or personality.

The research demonstrates that increasing the frequency with which you engage in the behaviors measured by the LPI—in other words, The Five Practices—will make you a more effective leader. That's a key objective for this workshop: Learning what The Five Practices of Exemplary Leadership® entail and developing your ability to comfortably engage in them more frequently than you are doing today.

For more about the research, visit www.leadershipchallenge.com.

Scoring Your LPI

1. Take out your LPI and transfer your score for each item to the corresponding item below. Add up the total for each Practice.
2. Graph your score for each Practice on page 17. In the vertical section for each practice, put a dot where your score falls. Then connect the dots.
3. Answer the questions on pages 18 through 20.

Question Number	Model the Way Scores	Notes
1		
6		
11		
16		
21		
26		
TOTAL		

Question Number	Inspire a Shared Vision Scores	Notes
2		
7		
12		
17		
22		
27		
TOTAL		

Question Number	Challenge the Process Scores	Notes
3		
8		
13		
18		
23		
28		
TOTAL		

Question Number	Enable Others to Act Scores	Notes
4		
9		
14		
19		
24		
29		
TOTAL		

Question Numbers	Encourage the Heart Scores	Notes
5		
10		
15		
20		
25		
30		
TOTAL		

Making Sense of Your LPI Scores

Strengths

On which Practice did you score highest? This is the one with which you feel the most comfortable.

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What do you think are your strengths as a leader? Which leadership behaviors are most comfortable for you to use? Why? How do you use them in your job?

Statement # _____.

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Opportunities

On which Practice did you score the lowest? This is the one with which you feel the least comfortable.

With your new and increased awareness about leadership, what are five specific leadership behaviors that you would like to engage in more frequently? Why?

Statement # _____.

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Statement # _____.

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Orienteering Summary

At the beginning of any journey, it's critical to get your bearings. That's what we've done in this module. We've oriented ourselves to the landscape of leadership. We've also discovered that each of us has a Personal-Best Leadership Experience that provides a foundation for our development, taken a close look at our strengths and opportunities to improve, and identified some actions we can take to improve our leadership abilities.

Key Learnings

- Leadership is everyone's business.
- Leadership development is self-development.
- Leadership is a set of skills and abilities that can be learned.
- Leadership development is not an event; it's an ongoing process.

Time to Reflect

If you were to leave the workshop now, what is the most significant lesson you learned about yourself as a leader?

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“How many leaders will one organization need? A lot must be the answer, lots of them all over the place.”

—CHARLES HANDY,
AUTHOR OF *THE AGE OF UNREASON*