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## Our LEADERSHIP CHALLENGE® Overview

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**The Leadership Challenge Workshop** is an intensive program based on the award-winning book, The Leadership Challenge, by Jim Kouzes, Chairman and Chairman Emeritus of Tom Peters Company, and Barry Posner, Ph.D., Associate Dean of the Leavey School of Business at Santa Clara University.

The two-day programs are highly interactive and stimulating. Participants experience and apply **The Five Practices of Exemplary Leadership®** through video case studies, workbook exercises, group problem-solving tasks, facilitated lectures and outdoor experiential learning.

The leadership curriculum is based on research collected from over 25,000 leaders and 100,000 constituents in a variety of private and public sector organizations. This research, collected over the past 25 years, identifies the five practices that characterize how ordinary people get extraordinary things done in organizations. Individuals who increase the frequency of these five leadership practices have been proven to have higher credibility and higher performing teams. Through this work, it has been proven that leadership is a learned behavior, and that individuals who experience our programs do in fact increase their leadership effectiveness.

Our workshops include the leading industry 360° assessment tool, The Leadership Practices Inventory (LPI). The LPI is a highly-refined, behavioral-based 360° survey instrument which collects data on the frequency with which one exhibits 30 leadership behaviors, each related to one of **The Five Practices of Exemplary Leadership®**. These leadership behaviors have emerged from research begun by Jim Kouzes and Barry Posner in 1983, and form the core of our approach to leadership skills development. Participants receive valid and reliable feedback on how others perceive them as leaders. Prior to the workshop, each participant and the Observers chosen, completes the LPI and the resulting report is shared with the participant in the workshop. The reliability and validity of this instrument is continually confirmed by the doctoral theses based on it – over 300 have been written to date.

*For more information, go to [www.theleadershipchallenge.com](http://www.theleadershipchallenge.com).*

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*Lead 'em with Love*

Stephen Hoel

Leadership Challenge® Workshop Master Facilitator



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**OVERVIEW OF  
THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP®  
AND THE TEN COMMITMENTS**

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**LEADERS:**

**Model the Way**

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

**Inspire a Shared Vision**

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

**Challenge the Process**

5. Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.
6. Experiment and take risks by constantly generating small wins and learning from experience.

**Enable Others to Act**

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

**Encourage the Heart**

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

**As a result of this workshop, participants are better able to...**

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|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| ■ Identify their own leadership strengths and areas for improvement.                                                           | ■ Inspire others to share a common vision.                      |
| ■ Communicate fundamental values and beliefs.                                                                                  | ■ Search for opportunities to take the risks needed for growth. |
| ■ Focus people's efforts on key values through their own actions.                                                              | ■ Build collaboration, teamwork, and trust.                     |
| ■ Understand and support your organization's culture, its strategic direction, and your contribution to the company's success. | ■ Strengthen others' abilities to excel.                        |
|                                                                                                                                | ■ Recognize the accomplishments of others.                      |
|                                                                                                                                | ■ Have fun while working hard.                                  |

**Intended Audience:**

Executives, managers, project or team leaders and anyone interested in leadership and improving leadership skills.