

# THE LEADERSHIP CHALLENGE

THE MOST TRUSTED SOURCE FOR BECOMING A BETTER LEADER



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## ***What is the Leadership Challenge Program?***

The Leadership Challenge has its origins in a research project that Jim Kouzes and Barry Posner began over two decades ago. The two authors conducted their research by collecting "Personal Best" stories—the experiences people recalled when asked what they did when they were at their personal best in leading others. Remarkably, their Personal Best Leadership Experiences revealed similar patterns of behaviour. The study found that when leaders are at their personal best, they implement *The Five Practices of Exemplary Leadership*®:

**MODEL the Way**  
**INSPIRE a Shared Vision**  
**CHALLENGE the Process**  
**ENABLE Others to Act**  
**ENCOURAGE the Heart**

The Leadership Challenge is about how leaders mobilize others to achieve extraordinary results. It's about the Five Practices leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity and risks into rewards. It's about a climate in which people turn challenging opportunities into remarkable successes.

Over its nearly 20-year history, The Leadership Challenge has sold over one million copies and has been translated into 11 languages. The Leadership Practices Inventory (LPI), which is explained below, is one of the most widely used leadership assessment instruments in the world. And more than 275 doctoral dissertations and academic research projects have been based on The Five Practices of Exemplary Leadership® model.

## ***Who should participate in the Leadership Challenge Program?***

This program is a great fit for all levels of managers (including new managers), as the authors state that leadership is not the private reserve of a lucky few, it is an observable and learnable set of skills and abilities that are applicable at all levels. The Leadership Challenge is a global model of leadership and has been used in a variety of sectors, including:

- Corporate
- Non-profit, as well as for-profit organizations
- Healthcare - community-centered organizations and national corporations
- Educational - university, community college and secondary schools
- Government - federal, provincial and state levels

## ***What are the benefits and outcomes for someone participating in this program?***

If people are to become leaders, they must believe that they can be a positive force in the world. Some management scholars claim, however, that leaders have little impact on organizations, that other forces—internal or external to the organization—are the determinants of success; Jim Kouzes and Barry Posner have evidence that strongly demonstrates quite the contrary.

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Managers, individual contributors, volunteers, government administrators, teachers, school principals, students, pastors and other leaders who use The Five Practices of Exemplary Leadership® are more frequently seen by others as better leaders.

For example:

- They're more effective in meeting job-related demands.
- They create higher-performing teams.
- They foster renewed loyalty and commitment.
- They increase motivational levels and willingness to work hard.
- They reduce absenteeism and turnover.
- They possess high degrees of personal credibility.
- They're more successful in representing their units to upper management.

In addition, people working with leaders who demonstrate The Five Practices of Exemplary Leadership® are significantly more satisfied with the actions and strategies of their leaders, and they feel more committed, excited, energized, influential and powerful. In other words, the more people engage in these practices, the more likely it is that they'll have a positive influence on others in the organization.

## ***How do you get started?***

To build better leaders, you first need to assess where their strengths and opportunities lie using the **Leadership Practices Inventory (LPI)**. The LPI is an instrument package that approaches leadership as a measurable, learnable and teachable set of behaviours. The LPI consists of thirty statements that address the essential behaviours found in leaders when they are at their personal best. Through "self and "observer" versions, you receive 360-degree feedback from constituents, managers and colleagues in order to provide a balanced view of your leadership behaviours and constructive discussions of ways to improve.

The LPI helps individuals and organizations measure their leadership competencies, while guiding them through the process of applying Kouzes' and Posner's acclaimed Five Practices model to real-life organizational challenges.

The next step is to build a customized training program, which can easily be facilitated using the comprehensive Leadership Challenge® Workshop. This workshop can be fully customized to meet your leadership needs so that it ties into the challenges and opportunities your workforce faces. The great thing about this program is that it gives you the ability to select the components that best suit your needs and budget.



**We would be pleased to offer you complimentary licenses for a "test pilot" to experience the Leadership Practices Inventory (LPI)™ online version.**

**We have Certified Leadership Challenge Workshop™ facilitators and consultants who can work with your organization to successfully implement this program.**

**Contact us today to get started!**

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