THE LEADERSHIP CHALLENGE
How to Make Extraordinary Things Happen in Organizations

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THE LEADERSHIP CHALLENGE

Evidence-based research model that asks the question...

“What did you do when you were at your personal best as a leader?”

The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations (Kouzes and Posner, 2012)
Kouzes and Posner Asked..

What do you look for and admire in a leader, someone whose direction you would willingly follow?

<table>
<thead>
<tr>
<th>Ambitious</th>
<th>Honest</th>
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<tbody>
<tr>
<td>Broad-minded</td>
<td>Imaginative</td>
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</tbody>
</table>
The answer..

- Ambitious 21%
- Broad-minded 40%
- Caring 20%
- **Competent 66%**
- Cooperative 28%
- Courageous 20%
- Dependable 33%
- Determined 24%
- Fair-minded 42%
- **Forward-looking 71%**

- **Honest 88%**
- Imaginative 23%
- Independent 6%
- **Inspiring 65%**
- Intelligent 47%
- Loyal 14%
- Mature 17%
- Self-controlled 8%
- Straightforward 34%
- Supportive 35%

Source: Kouzes & Posner, 2003
The ideal leader?

Regardless of culture or workplace
- Honest 88%
- Forward-looking 71%
- Competent 66%
- Inspiring 65%

Credibility → Trustworthiness
"The Kouzes-Posner First Law of Leadership: If you don’t believe in the messenger, you won’t believe the message” (Kouzes and Posner, p.38)

Words = Actions

✓ Walk the talk

✓ Practice what you preach

✓ Do what you say you will do
Why The Leadership Challenge?

Evidenced Based - Researched and developed through interviews and case studies for over 30 years.

Continuous Improvement - Over 500,000 surveys taken annually and results tested against the model.

Used worldwide – “culture and industry proof”

But, Most of all - Offers Hope!

Hope for “Normal Folks”…

Observable behaviors
+ Practice
+ Feedback from followers
+ Desire and persistence to succeed

= Effective Leadership

“The Leadership Challenge is a global campaign to liberate the leader in everyone. We believe that teams, businesses—and even the world—get better when ordinary people enable those around them to achieve extra-ordinary things”.

Kouzes and Posner, 2013
http://www.leadershipchallenge.com

The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations (Kouzes and Posner, 2012)
Countdown..

THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP

and

THE TEN COMMITMENTS

The five practices of leadership

✓ Analyzing leadership behavior shows 5 practices of exemplary leadership

✓ The leadership challenge is about how a leader could learn and develop these practices

✓ These 5 challenges lead to transformation
PRACTICE 5: ENCOURAGE THE HEART

10. Create a spirit of community

9. Show appreciation for individual excellence

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Encourage the heart

“How do you feel when you are encouraged, recognized and valued for the person you are and the things you have done?”
PRACTICE 4: ENABLE OTHERS TO ACT

8. Increase self-determination and develop competence

7. Build trust and facilitate relationships
Enable others to act

✓ Every individual holds a competence that is not always completely utilized

✓ Groups have abilities and capacities to cooperate and perform that do not always develop in the best direction
PRACTICE 3: CHALLENGE THE PROCESS

5. Look outward for innovative ways to improve. Eliminate the dumb things.

6. Generate small wins and learn from experience.
Challenge the process...

...is about challenging the way things are done today in order to be prepared for a different tomorrow
PRACTICE 2: INSPIRE A SHARED VISION

3. Imagine exciting ennobling possibilities

4. Enlist in common vision by appealing to shared aspirations

Inspire a shared vision

You can not order commitment -
You can only inspire to it
PRACTICE 1: MODEL THE WAY

2. Align actions with shared values

1. Find your voice and affirm shared values

The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations (Kouzes and Posner, 2012)
The Leadership Challenge
Assessment Tools
The Leadership Practices Inventory (LPI)

LPI Individual: is the LPI Self instrument only

The LPI 360 includes two steps:
Step One: LPI Self
Step Two: LPI Observer

Student LPI

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Next Steps
Incorporating *The Leadership Challenge* into your personal and professional leadership development:
Next Steps

1. Analyze your Results and Share with your Leadership Group.
2. Create an Accountability Loop within your Leadership Group.
3. Going Public with the Data! Get Feedback from a minimum of 2 associates.
Leadership Development
Next Steps - November

✓ Report out on success of *The Leadership Challenge Efforts*

✓ Introduce Leader-Manager Profile
Resources


