

**FOURTH EDITION**

**JAMES  
KOUZES**

**BARRY  
POSNER**

With Lisa Shannon and Bathild Junius “June” Covington

**THE  
STUDENT  
LEADERSHIP  
CHALLENGE**

**STUDENT WORKBOOK AND  
LEADERSHIP JOURNAL**

**LIBERATE THE LEADER WITHIN**





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CHALLENGE<sup>™</sup>  
A Wiley Brand

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Published by John Wiley & Sons, Inc., Hoboken, New Jersey.  
Published simultaneously in Canada.

ISBNs: 9781394279975 (paperback), 9781394279982 (ePub), 9781394279999 (ePDF)

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***Library of Congress Cataloging-in-Publication Data is Available:***

ISBN 978-1-394-27997-5 (paperback)  
ISBN 978-1-394-27999-9 (ePDF)  
ISBN 978-1-394-27998-2 (ePUB)

Cover design: Wiley

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# **Introduction**

In today's world, there are countless opportunities to make a difference. More than ever before, there is a need for people of all ages, from all backgrounds, with all types of life experiences, to seize the opportunities that can lead to great success. More than ever before, there is a need for leaders to inspire people to dream, to participate, and to persevere.

The Student Leadership Challenge offers everyone the know-how to do just that: to take the initiative and make a difference. It's about mobilizing others to make extraordinary things happen—from the classroom, stadium, residence hall, Greek chapters, clubs, and student government to the campus, neighboring community, and nation. It's about the practices student leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. It's about how students build the momentum to turn challenging opportunities into remarkable successes.

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## ABOUT THE STUDENT LEADERSHIP CHALLENGE

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The foundation of this approach is The Five Practices of Exemplary Leadership® model. The model began with a research project in 1983 that asked people, “What did you do when you were at your ‘personal best’ in leading others?”

Four decades later, The Five Practices of Exemplary Leadership model continues to prove its effectiveness as a clear, evidence-based “operating system” for achieving the extraordinary. It turns the abstract concept of leadership into five easy-to-grasp practices and thirty behaviors that can be learned by anyone willing to step up and accept the challenge to lead.

In our book *The Student Leadership Challenge, Fourth Edition*, we share real-life examples and engaging stories of young people who demonstrate The Five Practices. We highly recommend you read the book to deepen your understanding of The Five Practices model. The book's examples and stories of students who demonstrate the leadership behaviors embedded in the model are intended to both inform and inspire you.

When used alongside the book, this workbook enables you to take a deep dive into your own leadership development. The activities will help you explore and deepen your understanding of each of the thirty leadership behaviors that connect to The Five Practices model. When you focus on one behavior at a time, you will identify opportunities to demonstrate that behavior more often.

An excellent way to become familiar with the thirty behaviors before you begin the activities in this workbook is by completing the Student Leadership Practices Inventory (Student LPI). When you purchase a new copy of *The Student Leadership Challenge, Fourth Edition*, instructions for accessing a complimentary Student LPI self-assessment are included. More details related to the Student LPI are discussed later in this workbook.

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## HOW TO USE THE STUDENT WORKBOOK AND JOURNAL

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This workbook is designed to offer you a pathway for you exploring and learning about the thirty leadership behaviors that make up The Five Practices of Exemplary Leadership. We offer opportunities for you to get some practice engaging with them, reflect on your experience, and map out your ongoing leadership development journey.

Throughout the workbook, we occasionally refer to leaders of teams, groups, and organizations. We use the terms to encompass as many examples as possible. You do not need to be part of any official team, group, or organization for The Student Leadership Challenge to be relevant and useful. The concepts, ideas, and action are equally applicable for self-leadership, informal groups, and even class projects.

**Getting Started** introduces our point of view about leadership, reviews the origins of The Student Leadership Challenge, and provides an activity to help you identify the leader within you. It also provides an overview of The Five Practices of Exemplary Leadership model.

Next, we introduce the **Student Leadership Practices Inventory (Student LPI)**, the tool we created to measure leadership behavior. We include an overview of the assessment and guidance for using your Student LPI report with this workbook in support of your ongoing leadership development journey.

The next five sections explore each of The Five Practices in depth. We provide a summary of the practice and list of the six leadership behaviors associated with that practice from the Student LPI. The “Understand and Practice” sections provide guided activities and reflections that will help you take action to demonstrate the behaviors more frequently.

Along the way, we suggest steps to take, sometimes alone and sometimes with others, to build your skills in becoming a better leader. Whether the focus is your own learning or the development of others in your group, you can take immediate action on every one of the recommendations. They require little or no budget or approval. They just require your personal commitment and discipline.

Next, **My Leadership Journal**, is designed to support you as you take on your next leadership challenge. It walks you through the most effective form of practice: taking deliberate action, reflecting on what occurred because of your action, learning from the outcome, and taking action again.

The quotations featured in this workbook are from students in leadership classes and workshops around the world. Using their own words, they talk about the lessons they learned about leadership.

It’s been said that the education and development of people is the lever to change the world, and we believe this is especially true for you as an emerging leader. In these extraordinary times, there is no shortage of challenging opportunities. But remember that

all generations confront their own serious threats. The abundance of challenges is not the issue: it's how you respond to them that matters.

By improving your ability to lead, you will be better able to influence the kinds of positive changes that are needed. You will be better able to make a difference in the quality of your life and the lives of others. We know from our research that you have the capacity to learn to lead and to make extraordinary things happen. We believe in you!