

JAMES M. KOUZES | BARRY Z. POSNER

THE LEADERSHIP CHALLENGE® WORKSHOP

PARTICIPANT WORKBOOK

FIFTH EDITION REVISED

The Leadership
Challenge®
A Wiley Brand

FROM THE BEST-SELLING AUTHORS OF *THE LEADERSHIP
CHALLENGE* AND *LPI®: LEADERSHIP PRACTICES INVENTORY®*

THE LEADERSHIP CHALLENGE® WORKSHOP

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Fifth Edition Revised

James M. Kouzes & Barry Z. Posner



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Welcome

LEADERSHIP IS EVERYONE'S BUSINESS

In today's world there are countless opportunities to make a difference. There are opportunities to restore hope and renew meaning in our lives. Opportunities to rebuild a sense of community and increase understanding among diverse peoples. Opportunities to turn information into knowledge and improve the collective standard of living. Opportunities to apply knowledge to products and services, creating extraordinary value for the customer. Opportunities to pursue peace when so many wage war. Opportunities to use the tools of technology to weave a web of human connection. Opportunities to find a better balance in our always-on, 24/7/365 lives. Opportunities to provide direction and support during uncertain times.

As there has been in all times of change and uncertainty, there is a need for people to seize these opportunities and lead us to greatness. There is a need for leaders to inspire us to dream, to participate, and to persevere. *The Leadership Challenge® Workshop* offers you the chance to do just that—to take the initiative, to seize the opportunities, and to make a difference.

Welcome aboard, and have fun!



**JIM KOUZES &
BARRY POSNER**

Since 1982, when we began our research, we've been fortunate to hear and read the stories of thousands of ordinary people who have led others to get extraordinary things done. The stories we've collected are not from the famous politicians or corporate CEOs who so often get the credit. They're not from the media celebrities or legendary entrepreneurs.

The people we've studied are your neighbors, your colleagues, and your friends. People just like you. These choices are intentional. Without them—and you—nothing great would ever get done. And, if there's one singular lesson about leadership from all of the cases we've gathered it's this: **leadership is everyone's business.**

This is the truth that forms the foundation of *The Leadership Challenge® Workshop*. This is the truth that informs our selection of the stories we tell, the examples we give, and the activities we facilitate. We know that you can learn to become a better leader, and we know that you can make an even greater positive difference than you are now making.

Wanting to lead and believing that you can lead are the departure points on the path to leadership development. Stepping out there and exploring the territory, however, is the only way to learn, and that's how we've designed *The Leadership Challenge® Workshop*. It's a voyage of self-discovery that begins with an expedition into your inner terrain and ends with your commitment to guide others along the path to distinction.

**“ 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,

**HIGHER EDUCATION AND TALENT
DEVELOPMENT PROFESSIONAL**

Orienteering



Managers vs. Leaders

MANAGER DEFINITION

man•ag•er [man-i-jer]

—*noun*

1. The root of the word *manage* is “manus,” which means *hand*. Managers handle things—budgets, forecasts, schedules, etc. Their eyes are on today.

Related forms: man•ag•er•ship, noun

LEADER DEFINITION

lead•er [lee-der]

—*noun*

1. The root of the word *lead* is “to go, guide, or travel.” It implies moving toward a new destination. A leader’s eyes are on tomorrow as well as on today. So leading is about going somewhere—about guiding people on a journey.

Related forms: lead•er•less, adjective

Preparing for the Journey

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

But we do not travel alone. We must work with others to make our dreams become realities. *The Leadership Challenge® Workshop* is about how leaders see, inspire, and achieve. It is also about how we can liberate the leader within each of us.

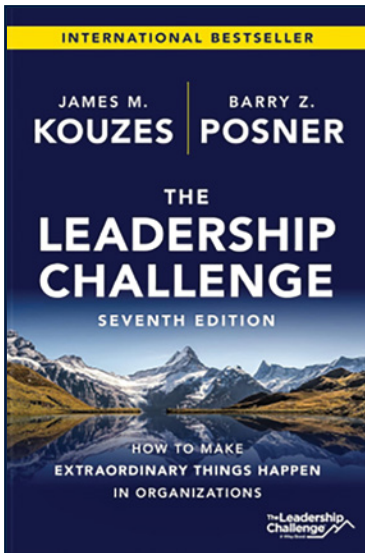
Join us on a journey along the leader’s path. Join us as we explore how leaders get extraordinary things done in organizations.

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 to help others find theirs. Just as there are no spectators in orienteering, there are no spectators in leadership. Everyone has an important role to play in charting the course to success.



Fundamentals



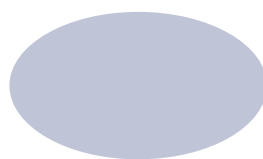
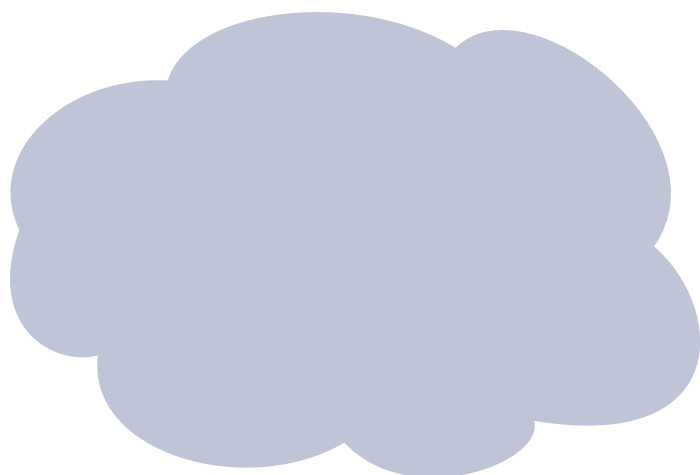
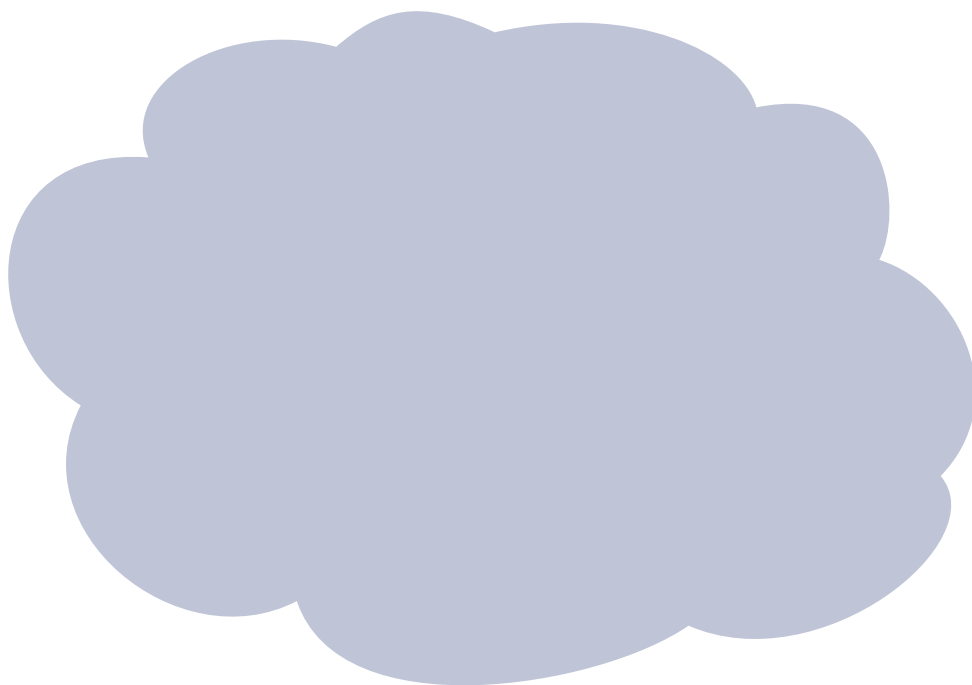
- Leadership is everyone's business.
- Leadership is a relationship.
- Leadership development is self-development.
- The best leaders are the best learners.
- Leadership development is not an event—it's an ongoing process.
- It takes practice—deliberate practice—to become a better leader.
- Leadership is an aspiration and a choice.
- Leaders make a difference.

[illegible]

“ 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
A MULTINATIONAL INFORMATION
TECHNOLOGY FIRM**

What if someone walked into this room right now and said...



“Hi, I’m your new leader.”

What are the questions you’d want to ask that person?



Hint: See page 180

Workshop Objectives

As a result of participating in *The Leadership Challenge® Workshop*, you will be able to:

- Identify your leadership strengths and weaknesses.
- Clarify and communicate your fundamental values and beliefs.
- Set the example for others by aligning your actions with shared values.
- Express your image of the future.
- Inspire others to share a common vision.
- Search for opportunities to change and improve.
- Experiment with innovative ideas and learn from accompanying mistakes.
- Build collaboration, teamwork, and trust.
- Strengthen the ability of others to excel.
- Recognize the accomplishments of others.
- Apply the lessons learned in the workshop to a current organizational challenge.

My Objectives:

ORIENTEERING MODULE OBJECTIVES

- Name and describe The Five Practices of Exemplary Leadership®.
- Use your *LPI®: Leadership Practices Inventory®* feedback to identify the leadership behaviors in which you are strong and those in which you need to become more effective.

**PLEASE: REFRAIN FROM USING YOUR CELL PHONE,
COME BACK ON TIME FROM BREAKS, AND LISTEN
WHEN OTHERS ARE SPEAKING.**



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.

When you listen to your colleagues' stories, what behaviors, actions, and attitudes seem to be the keys to their leadership success?

What common leadership practices, actions, behaviors, or themes run through all the stories?

The Five Practices of Exemplary Leadership®

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 get 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 a 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