

LEADERSHIP THE CHALLENGE®

Workshop

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The Leadership Challenge® Workshop

According to nationally recognized expert, Warren Bennis, “leadership is the capacity to translate vision into reality.” Since a manager’s job is to support the organization’s vision and mission in his/her area of responsibility by turning goals into reality, it logically follows that the ability to lead is a vital skill.

Some people think that leaders are born, a miracle of nature. However, research indicates that leadership is primarily a set of specified behaviors and skills that distinguish it from the traditional management behaviors of command and control. These behaviors and skills can be performed by anyone willing to learn and apply them. But progressing from manager to leader does require examining assumptions, beliefs, and understandings. The Leadership Challenge® Workshop introduces both the belief system that provides a foundation for leadership, and the specific tools and techniques used by outstanding leaders. Believing and acting in accordance with those beliefs does “translate vision into reality.”

International Leadership Associates is proud to present this opportunity for your leadership development.

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Why Leadership? Why Now?

“Leadership is the art of mobilizing other people to want to struggle for shared aspirations.”

Jim Kouzes & Barry Posner
The Leadership Challenge

We are living in a world gone bonkers. The ups and downs of never ending organizational and marketplace changes have produced some unusual results.

- Levels of employee engagement are troubling
- Internal competition frequently derails collaboration
- Work and personal lives are drastically out of balance
- Organizations survive (through mergers and acquisitions), though workers may not
- Organic growth is a daunting problem

These factors greatly reduce employees' willingness to truly commit their best efforts to the goals and values of their firms.

Hundreds of books have been written, each claiming to offer solutions to every manager's dilemma—how to get associates to want to do their very best. A review of all this literature reveals an underlying theme, but one that often gets lost among all the suggestions. When events seem to be rocketing out of control, the wise person always returns to “the fundamentals,” those common sense approaches that have proven time and again to work. In the crazy times in which we live and work, that fundamental is called Leadership.

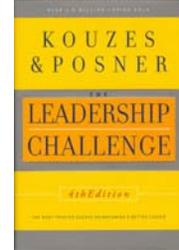
The most important concept in the leadership definition above is getting people “to want.” In a work environment dominated by a traditional command and control management, employees perform their duties from a sense of “obligation to obey their manager,” rather than “a commitment to the success of their team.” Commitment always produces better results than compliance!

Some of the circumstances affecting bottom lines may seem to be uncontrollable by managers. But the ability and willingness to “lead” employees rather than manage them, is within the grasp of every manager. The Leadership Challenge® Workshop teaches the common sense leadership practices that outstanding leaders use to inspire employees' spirit of commitment.

Workshop Overview

Based on the best selling book, *The Leadership Challenge*, by Barry Posner and Jim Kouzes, the workshop is a unique, intensive leadership development program for all levels of management, with its greatest leverage potential at middle and senior levels. This fast-paced workshop uses a well-designed cognitive/affective methodology that includes indoor and (sometimes) outdoor experiential exercises. We tap the rich experiential metaphors in unique ways that produce solid and specific business applications. Participants are given extensive feedback on their current leadership practices via the Leadership Practices Inventory[®], and then compare this feedback with the practices of exemplary leaders.

Long hours, hard work, uplifting celebration and rich development of close relationships make *The Leadership Challenge*[®] a memorable experience. The Leadership Challenge[®] Workshop liberates the leader



Before arrival, participants complete these pre-workshop activities.

- A written "Personal Best" leadership experience
- The Leadership Practices Inventory[®] Self assessment
- The Leadership Practices Inventory[®] Observer assessments
- Characteristics of Admired Leaders
- Personal Objectives

- Classroom lecture/discussions
- Assessment feedback
- Video case studies
- Individual assignments
- Small and large group discussions and assignments
- Indoor experiential activities
- Outdoor experiential activities (including ropes course)
- Application to client's specific business initiative(s)

The basic workshop design uses a variety of education and development technologies.

These technologies are used with each client as that client's needs and objectives are decided. Not all technologies are applicable due to client needs, goals and workshop length.

The Leadership Challenge® Model

Participants will learn the fundamentals of:

The Five Practices of Exemplary Leadership®	Ten Commitments
Model the Way	<ul style="list-style-type: none"> • Clarify values by finding your voice and affirming shared ideals. • Set the example by aligning actions with shared values.
Inspire a Shared Vision	<ul style="list-style-type: none"> • Envision the future by imagining exciting and ennobling possibilities. • Enlist others in a common vision by appealing to shared aspirations.
Challenge the Process	<ul style="list-style-type: none"> • Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve. • Experiment and take risks by constantly generating small wins and learning from experience.
Enable Others to Act	<ul style="list-style-type: none"> • Foster collaboration by building trust and facilitating relationships. • Strengthen others by increasing self-determination and developing competence.
Encourage the Heart	<ul style="list-style-type: none"> • Recognize contributions by showing appreciation for individual excellence. • Celebrate the values and victories by creating a spirit of community.

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Workshop Objectives

There is a big difference between simply learning about leadership and learning to lead. The Leadership Challenge® Workshop helps people become better leaders.

Participants receive feedback from the Leadership Practices Inventory, one of the most widely used leadership assessment instruments in the world, with proven reliability and validity.



As a result of participating in this program, you will be better able to:

1. Identify your own leadership strengths and areas to improve.
2. Communicate your fundamental values and beliefs.
3. Focus people's efforts on key values through your own actions.
4. Express your image of the future.
5. Inspire others to share a common vision.
6. Search for opportunities to take the risks needed for growth.
7. Build collaboration, teamwork and trust.
8. Strengthen the ability of others to excel.
9. Recognize the accomplishments of others.
10. Make work enjoyable while still working hard.
11. Apply the Five Practices of Exemplary Leadership® to a current business challenge.

The Leadership Challenge[®] Workshop Delivery Options

The Leadership Challenge[®] Workshop can be presented in a variety of different options, ranging from a one-day overview to a week-long, residential program. The three-day and four-day versions tend to be the most preferred, as these provide the participants with a more complete experience.

The three and four-day programs are virtually identical in terms of content and classroom. Both provide the opportunity for participants to explore, quite deeply, the key practices of exemplary leaders, validated in Kouzes and Posner's research. The major difference is the amount of time that can be spent in experiencing the lessons of leadership. The outdoor, experiential activities are more intensive and challenging in the longer program, resulting in two additional benefits. It raises the level of "affective" learning (an individual's personal connection with the lessons presented and the ability to immediately apply them), and also increases the degree of team unity and cohesion that occurs during the workshop. Very simply, participants have a greater opportunity with which to experiment and begin mastering the newly learned behaviors of effective leaders. It elevates the confidence that participants have in their own ability to make an immediate and positive impact back on the job.

The two-day seminar is extremely fast paced, providing an introduction to the key practices of leaders, and a limited opportunity to investigate them in more detail. Much less time is spent on the "experience of leadership," but participants are still better equipped when they return to the workplace to begin modeling more effective leader behaviors.

The one-day overview introduces the key practices, giving participants the opportunity to learn about exemplary leadership. It does provide a solid foundation, as well as appropriate direction for participants to take their leadership development.



Foster collaboration and build trust



Experiment and take risks

Experiential Activities

The activities and applications outlined below represent only a small portion of the outdoor initiatives which some groups prefer to do. The intent of this outline is to provide our clients with some idea of the scope and use of these powerful metaphors. We are not in the business to intimidate nor threaten any participant with these activities; all activities are strictly voluntary. We use these unusual initiatives to provide meaningful tasks for groups to engage in so we might help them see functional and dysfunctional behavior. Additionally, we offer a full range of “indoor” activities.

Activity	Description	Application
Blind Square	A group is blindfolded and given a tangled length of rope and asked to fashion it into a large square.	Problem solving, communications
Nitro Crossing	Group is required to swing across an imaginary canyon individually and transport 4 buckets of water without spilling.	Teamwork, problem solving, individual performance
Spider's Web	Group must pass participants through a large web without touching it.	Teamwork, quality control, problem solving, resource allocation
The Wall	Group is required to get all members up and over a 12-foot wall while losing resources along the way.	Problem solving, overcoming obstacles, communication, team effort and individual effort
Ropes Course	A variety of above ground (30 feet) activities designed to test individual perceptions of risk.	Individual challenge, team support, encouragement.
Nuclear Reactor	Group removes an object from inside a contaminated area and moves it to a safe area without entering either the contaminated area or the safe area and without touching the object.	Idea generation and sharing coordinated execution of plans.



What Others Say

"There's definitely a return on the investment. Talent and intelligence are important, but I have observed the sales teams that WIN are those who work together, are extremely passionate about the business, and are focused on a shared vision. That's why I insist that every front line sales manager goes through The Leadership Challenge® Workshop."

*Tom Ogburn, Vice President Corporate Sales,
LexisNexis*

We chose The Leadership Challenge® for three simple reasons: it's common sense; it's truly about leadership, not management; and it's based on validated research that has stood the test of time."

*Lauris Woolford, Vice President
Fifth Third Bank*

Participating in The Leadership Challenge® has provided me with invaluable knowledge, principles, and resources on how to lead organizationally, grow personally, and recruit and develop others to be future leaders. I have truly been inspired and energized by this experience.

*Katie Evers, COO,
Life Center Organ Donor Network/US Tissue and Cell*

"You wouldn't do it unless you thought it would drive revenue. If all you want is people to be nice to each other—don't do it. With ILA, there's a definite cost-benefit. Improved morale, employee retention, personal and professional growth, all drive results for the business."

*Brad Tidwell, President
Bank One, Dayton*

"Feedback from the sessions has been very positive. The program reveals new ways to look at issues and problems. Best educational experience I've had in my professional life."

*Carol Turner FACHE
Executive Vice President & Chief Operating Officer
Middletown Regional Hospital*

"We've latched onto the vernacular of The Leadership Challenge® as a core way of communicating. People talk about Modeling the Way and Inspiring a Shared Vision."

*Kerry Bradley, Chief Operating Officer
Luxottica Retail Group*

"One of the main benefits we've realized is a much stronger candidate pool for succession planning. Our primarily technical and scientific employees are now equipped with essential leadership skills to accept greater responsibility for the company. We expect to see significant recruiting and training savings as a result."

*Georgianne Smith
Sr. Organizational Development Consultant
Sandia National Laboratories*

About ILA

International Leadership Associates is driven by a simple, clear vision: “to increase the supply of leaders and leadership in the world.” We are dedicated to helping people more fully develop effective leadership practices and behaviors, so they can lead their organizations through inevitable changes.

ILA is a training and consulting firm, specializing in individual and team leadership development, and organizational effectiveness. We help organizations develop a climate where people are able to enjoy their work, take pride in it, and perform at their very best. Our contributions take many forms, but we are widely recognized for our ability to help organizations:

- Apply proven lessons of leadership that produce extraordinary results
- Strengthen relationships that produce more trusting, higher performing teams
- Develop and foster individual and organizational resiliency
- Develop and effectively communicate vision and values
- Leverage leadership throughout the organization to create a culture of meaningful work and financial prosperity

We accomplish this by providing stimulating, highly experiential training programs and workshops, thorough examination and diagnosis processes, insightful facilitation and consulting, and personalized executive coaching. We are recognized and appreciated by clients for our dynamic and engaging presentation style, and are frequently sought as speakers or program leaders for special events.

We serve all levels and types of organizations, including non-profits, schools, government, military and faith-based organizations. The impact of our programs and consulting processes extends from the board room to the mail room.

We have worked with a variety of different companies in a wide range of industries, and have delivered training and consulting services in over twenty countries.

Both of our managing partners are members of the Wiley/Jossey-Bass/Pfeiffer (publishers of all of The Leadership Challenge® materials) Master Facilitator’s Network. The purpose of this network is to provide world-class facilitators to train customers in the delivery of The Leadership Challenge® Workshop in their own organizations. For more information about content and training dates, visit our website at http://www.i-lead.com/workshop_schedule.html.

We offer a variety of resources and services, so please visit our website at www.i-lead.com to check them out.