

# The Leadership Challenge®

*"Leadership is the art of mobilizing others to want to struggle for shared aspirations."*

Jim Kouzes and Barry Posner

**The Leadership Challenge®** is based on upon the book *The Leadership Challenge* and 20+ years of research its authors, Jim Kouzes and Barry Posner, have compiled on leadership best practices.

Four principles remain core to the workshop and its materials: 1) leadership is everyone's business, 2) leadership is a relationship, 3) leadership is learned, and 4) leaders make a difference.

Using exercises, video cases, and group discussion, participants experience The Five Practices of Exemplary Leadership® and learn what behaviors they need to engage in more often and how to do so.

Each participant of **The Leadership Challenge®** completes the LPI—the Leadership Practices Inventory—as workshop prework. The participant/leader completes the LPI and asks 5 to 10 observers (his/his/her manager, peers, direct reports, etc.) to evaluate how often the leader engages in 30 leadership behaviors. The results of this easy-to-administer 360 assessment are referenced throughout the workshop and play a pivotal role in the leadership development of participants—during and after the workshop.

## Workshop activities include:

1. **Model the Way.** Clarify values by finding your voice and affirming shared ideals. Set the example by aligning actions with shared values.
2. **Inspire a Shared Vision.** Envision the future by imagining exciting and ennobling possibilities. Enlist others in a common vision by appealing to shared aspirations.
3. **Challenge the Process.** 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.
4. **Enable Others to Act.** Foster collaboration by building trust and facilitating relationships. Strengthen others by increasing self-determination and developing competencies.
5. **Encourage the Heart.** Recognize contributions by showing appreciation for individual excellence. Celebrate the values and victories by creating a spirit of community.

**Workshop size:** 12–18.

**Workshop length:** 1½–2 days, depending on client needs and customization.

**Workshop skill level:** appropriate for all levels of management, especially senior managers, directors, and vice presidents. Most appropriate when participants have already experienced a management workshop.



## End results include:

- A common understanding on what leadership is—and isn't—and how to approach it,
- Leaders who are more effective in their roles—and meeting and exceeding the demands of those roles,
- Leaders who create and manage high-performing teams, and
- Employees with increased level of loyalty and commitment.

Participants receive comprehensive workbooks and the opportunity to participate in the LPI as a 360 assessment. They also receive 1 follow-up coaching session.

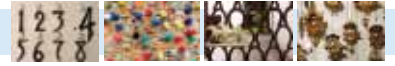
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**Before you run, you walk. Before you lead, you manage—well.**



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### Sample Outline for 1½ Day Workshop

- Inspire a Shared Vision, 2.5 hours  
LPI Feedback; What Is a Vision?; Envision the Ideal and Unique Future; Clarifying Your Vision
- Challenge the Process, 2.5 hours  
LPI Feedback; Take the Initiative; Make the Challenge Meaningful; Use Oversight; Learning from Mistakes; Taking Risks
- Enable Others to Act, 2.5 hours  
LPI Feedback; Powerful Times, Powerless Times; One Leader Who Strengthens Others; Experiencing Collaboration
- Encourage the Heart, 2.5 hours  
LPI Feedback; Most Meaningful Recognition; The Seven Essentials of Encouraging the Heart; Telling an Encouraging Story
- Making Commitments, 2 hours  
My Leadership Assessment; Personal Leadership Development Goals; Communicating Vision and Values; Celebrating

#### About The Bulling Towne Group, LLC

Your organization's leaders struggle to do two things: run a business and manage employees.

Making smart business decisions takes more than concrete experience. It requires courage and competence in addressing individual strengths and ambitions. New managers swiftly learn it is far from straightforward to operate a function and manage people. Experienced managers are reminded of this fact with each "people problem" they tackle.

The Bulling Towne Group helps your leaders accomplish what appears to be clear cut and logical yet often leads to ambiguity and frustration: managing people.

As executive coaches, organizational development experts, and seasoned facilitators, we help leaders, managers, and teams decide what to do and how to do it. We take problems and challenges off the plates of managers.

Our work has been featured in *The Wall Street Journal*, *HR*, *Reuters*, *The Christian Science Monitor*, *Women's Health*, *Heart and Soul*, *SHRM.org*, *The Rotarian*, and *CareerSmart Advisor*.

We are based in the San Francisco Bay Area, and our global facilitation and coaching experience includes working throughout the US and Western Europe. Our clients include Fortune 1000 companies and well-funded Silicon Valley startups. Partners include Littler Mendelson, the nation's largest employment law firm.

#### About Leila Bulling Towne, Founder & CEO

Leila Bulling Towne is a seasoned strategist specializing in management and leadership sociology and communication.

As an executive coach, Leila helps busy leaders make strategic business and employee decisions with confidence and a forward-thinking approach.

She hosts her own weekly CBS Interactive video series. In each 3 minute video, Leila captures the essence of today's most pressing management concerns, teaching business leaders how to motivate their teams to profit and productivity.

Leila's radio commentary can be heard on CBS stations nationwide. She is a go-to webinar host for the Society for Human Resource Management.

In addition to workshops and coaching, Leila facilitates executive offsites and delivers conference presentations.

Leila graduated from the University of California at Berkeley with an AB in English and German. She received her MA in English from The Claremont Graduate School at The Claremont Colleges.



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