

The Leadership Challenge

Getting extraordinary things done in organizations



Overview

The Leadership Challenge is a comprehensive leadership development programme created by bestselling authors Jim Kouzes and Barry Posner. The structure of the workshop is based on three major premises:

1. Anyone can be a leader regardless of their position in the organization or numbers of staff reporting to them. Anyone can become a more effective leader.
2. To be a more effective leader, you have to understand your strengths and weaknesses.
3. To be a more effective leader, you have to understand more about how organizations work and how to get things done.

The workshop will be highly participative throughout. Participants will receive extensive individual feedback on their leadership practice. The workshop experience will be intensive, effective and enriching, and will enable participants to adapt their current leadership practice and to exhibit leadership qualities.

A 3-day professional development workshop focusing on the practices leaders use to turn challenging situations into remarkable successes.

Objectives

When participants complete *The Leadership Challenge* Workshop they will be able to:

- Understand what successful leaders do.
- Learn how our leadership is perceived by others, and to identify strengths and development areas.
- Understand how to create new visions that will inspire people.
- Develop a personal action plan for developing their leadership.
- Search for opportunities to take the risks needed for growth.
- Build collaboration, teamwork and trust.
- Apply the Five Practices of Exemplary Leadership to a current organizational challenge.



Workshop Options

You can tailor this workshop to meet your needs

Additional modules, delivered as an integral part of the workshop supporting the five leadership practices, include:

- Ned Herrmann's Brain Dominance Instrument for communication, conflict resolution and negotiation skills
- Stephen Covey's Seven Habits of Highly Effective People
- Steve Clarke's Discovering your Authority through the Power of your Natural Voice
- Katzenbach and Smith's Wisdom of Teams: developing an effective team
- Peter Checkland's Soft System Methodology for problem solving and priority setting
- Jay Conger's Developing Persuasion Skills

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Who Should Attend?

The event is suitable for anyone who wants to develop their leadership practices regardless of their experience, position, grade and professional discipline.



Facilitator

The workshop will be facilitated by Steve Clarke, who has fourteen years' experience at Director level in both public sector and commercial organizations, and has led major business change programmes.

Content

Orienteering

- What leadership means in today's organizations
- The Five Leadership Practices
- Personal Leadership Practices Inventory (LPI) Feedback

Modelling the way

- Values: what you stand for
- Find Your Voice and Set the Example
- What people most admire in leaders
- Importance of credibility as the foundation of leadership

Inspiring a shared vision

- Personal vision, organizational vision and personal mission
- Identify themes and higher-order values
- Your own vision

Challenging the process

- Paradigms and processes
- Video on Challenge the Process
- Identify ways to take the initiative
- Questioning how things are being done in your organization
- Concept of "small wins"
- Encouraging risk taking
- Creating a climate of learning from mistakes

Enabling others to act

- Coaching and delegation
- The importance of involving others in getting things done
- Fostering collaboration and strengthening others
- How to get people to believe that work matters
- Self-esteem and our desire to participate
- Developing cooperative goals
- Help others feel more competent and confident

Encouraging the heart

- Linking rewards with performance
- Celebrating accomplishments
- Identifying the reasons you do not encourage the heart
- What it takes for recognition to be meaningful or special
- The seven essentials for this practice

Committing

- Purpose, set-up and key learning points
- Produce a plan for sharing your vision and values
- Produce a plan for discussing your leadership strengths and weaknesses
- Actions to improve as a leader in each of the five practices
- Actions to continue your leadership development

Approach

The workshop lasts three full days and is based on the 3rd Edition of *The Leadership Challenge* by Kouzes & Posner. It comprises a mixture of facilitator input and practical sessions focusing on real-world application.

Participants will receive a copy of Kouzes and Posner's *The Leadership Challenge* and a 176-page Participant's Workbook.

Before the workshop, a 360° leadership practices survey will be completed and a feedback report will be provided during the workshop.

This workshop can be run as part of an in-house corporate programme.