Kouzes and Posner: The Leadership Challenge

Description

Kouzes and Posner's The Leadership Challenge focuses on individual leadership skills. Leadership is addressed with the identification of five Practices of Exemplary Leadership:

1. Model the way
2. Inspire a shared vision
3. Challenge the process
4. Enable others to act
5. Encourage the heart

At the core of this model is the principle that leadership is everyone's business, and leadership is measurable and learnable. They theorize that 99.9% of people show leadership ability and would say that virtually everyone can learn to be a leader. In their research, only 0.00013% people show absolutely no leadership capability (1 out of 1 million people have no leadership capability). So, the question is how to help the 99+% develop their leadership skills.

They created the Leadership Practices inventory (LPI), a behavioral assessment of the individual against the 5 Practices of Exemplary Leadership.

Regardless of your style, more frequent engagement in learning about leadership leads to better practices of good leadership.

This model is about assessing leaders against the LPI and helping them grow and learn how to enact the behaviors associated with the 5 practices.

Background

Founders: Jim Kouzes, Executive Fellow for the Center for Innovation and Entrepreneurship, Leavey School of Business at Santa Clara University in California, and a Fellow at the Doerr Institute for New Leaders at Rice University.

Barry Posner serves as the Michael Accolti Chair and Professor of Leadership for the Leavey School of Business at Santa Clara University, where he was Dean for 12 years. Earned a Master's in Public Administrations and Ph.D. in Organizational Behavior and Administrative Theory at the University of Massachusetts Amherst.

In the early 1980s, Kouzes and Posner began studying leadership. They examined research in existence about leadership and management. Next, they began a systematic process to research leadership behaviors through survey and case study research. They looked to find individuals who were functioning at their Personal Best as a leader. Part of their research included studying managers and non-managers and their behaviors. Using their Personal Best Leadership Experience questionnaire (38 open-ended questions), they studied leadership behaviors and trends of over 5000 respondents to the survey.

Sample questions included the following:

- Who initiated the project?
- What made you believe you could accomplish the results you sought?
- What, if any, special techniques or strategies did you use to get other people involved in the project?
- Did you do anything to mark the completion of the project at the end or along the way?
- What did you learn most from this experience?
- What key lessons would you share with another person about leadership from this experience?

The basic tenet is that everyone can learn to be a leader. It is not intelligence/talent alone that gets results; it's continuous practice and efforts that achieve results. The best leaders have credibility on their side (honesty, forward-thinking, competence, and capacity to inspire).

- "You cannot command commitment; you must inspire it."
- DWYSYWD: Do what you say you will do!

The five practices:

- Model the way
- Inspire a shared vision
- Challenge the process
- Enable others to act
- Encourage the heart

Key themes:

- Be dependable and foster trust.
- Embody virtues you want your team to embody.
- Develop your team culture and vision.
- Stack wins/successes and celebrate them.
- Love what you do, love life, and love the people you serve.

The Leadership Practices Inventory Assessment (LPI): Kouzes and Posner went on to create the Leadership Practices Inventory (LPI) Assessment. They identified six behaviors for each of the five practices outlined above, for a total of 30 behaviors. These 30 behaviors were developed into the LPI assessment tool. It has strong validity and reliability. This assessment is inclusive of a self-assessment process as well as a 360 assessment; the 360 assessment is completed by team members that know the leader in the workplace and who are willing to provide their feedback concerning that person in relationship to the 30 practices.

- The LPI components are outlined below:
- Self-Assessment: Completed by the individual

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- LPI 360: Completed by 5-10 other people familiar with the person (manager, co-worker or peer, direct reports, or others familiar with the work behaviors/habits of the person)
- Completed forms go to an independent facilitator, who scores them by computer or hand.

There are additional services offered through an LPI 360+ process, which can include additional reports, modules, and other resource materials.

Four types of reports are possible from the LPI:

- Individualized feedback on LPI 360 feedback from others with a breakdown of most/least frequent behaviors
- LPI Self-Report: A summary of the person's self-assessment on the 30 behaviors
- Reassessment Report: Used as a second assessment to report on an LPI 360+; longer process with pre-/post-testing over an 18-month period of time (lets people assess how they have changed over time)
- Group Assessment Report: If a team of people in a business work together, it is possible to have the team go through the process and have a post-assessment report.

People who complete the LPI assessment have access to

- Development Planner
- Vision Book
- Practice Book
- LPI Handouts

The 360+ includes added modules to challenge the leader in addition to numerous handouts to help them through the leadership challenge.

The tool has been used for three decades. Kouzes and Posner have continued to study and update it during that time. They have developed further training options for coaches and facilitators of the training and the LPI assessment. There have not been any major changes to the model.

Purpose
Kouzes And Posner created the Leadership Challenge to help leaders develop their own leadership skills and help organizations to create a learning environment to create leaders.

How It Works
The Leadership Challenge is a structured, multistep model. There are varying degrees of implementation. The recommendation is that organizations interested in the model go through the training and complete the LPI. While not recommended, there are some organizations that use the five practices of Exemplarity Leadership and 30 behaviors as a comparison point to determine areas that need attention.

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Organizations looking to implement the model and complete the challenge need to bring LPI into the organization and get certified. An LPI certified master will come and offer the Leadership Challenge training and conduct the LPI with their staff. Information on the certified master and the training schedule can be found on the Leadership Challenge website.

The training includes the following:

- Staff are trained on the Leadership Challenge.
- Staff complete the Leadership Potential Inventory (LPI) which includes a self-assessment and a 360 assessment.
- After classroom training, there is an option for one-on-one coaching, and most organizations choose that package.
- Individuals can go back to have a reassessment on the LPI.
- An organization or individuals may also decide to pursue further training to become a coach, facilitator, or a master trainer.

Core Values, Principles and Concepts

The core principle of the Leadership Challenge is that anybody can be a leader. Empathy and compassion are critical skills and listening can help with empathy. The model helps leaders identify the kind of leader they want to be.

The Model is driven by the five Practices of Exemplary Leadership:

1. Model the way.
2. Inspire a shared vision.
3. Challenge the process.
4. Enable others to act.
5. Encourage the heart.

The Leadership Challenge also include the following five Fundamentals for Learning to Lead:

1. Believe you can lead.
2. Aspire to excel.
3. Challenge yourself.
4. Engage supports.
5. Practice deliberately.

Framework

The five practices and 10 corresponding commitments of Exemplary Leadership (From Kouzes and Posner, Leadership Challenge Workbook, 3rd Edition 2017):

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Model the way

Strong leaders lead by example and are clear about their values. They demonstrate vs. talk about their vision and values to help others understand. They embody the virtues desired in others.

Clarify values by finding your voice and affirming shared values.

Set the example by aligning actions with shared values.

Inspire a shared vision

Great leaders have a vision/dream they believe in and communicate their passion about it. The vision keeps them forward-looking, and they show the team the way. Strong leaders build team cohesion to achieve a shared vision/dream and make people feel they're doing useful work.

Envision the future by imagining exciting and ennobling possibilities.

Enlist others in a common vision by appealing to shared aspirations.

Challenge the process

Leaders overcome obstacles and look for new ideas or approaches; they think outside the box and take risks. They stack small wins to build incrementally on them, and they learn from mistakes and move on to improve or try a new idea.

Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.

Experiment and take risks by consistently generating small wins and learning from experience.

Enable others to act

Strong leaders foster collaboration through trust and relationships. They create a team environment where everyone trusts each other. They involve everyone and help them to enhance their self-confidence and develop competence. They empower the team with a sense of ownership.

Foster collaboration by building trust and facilitating relationships.

Strengthen others by increasing self-determination and developing competence.

Encourage the heart

"Genuine caring uplifts the spirit and draws people forward."

True leaders place emphasis on being authentic and sincere in their efforts. They model and nurture a positive working atmosphere of collaboration. They recognize efforts and

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contributions and celebrate and reward positive outcomes in-person and with unexpected positive feedback.

Recognize contributions by showing appreciation for individual excellence.

Celebrate the values and victories by creating a spirit of community.

Diagram
The Five Practices and Ten Commitments of Exemplary Leadership

THE FIVE PRACTICES AND TEN COMMITMENTS OF EXEMPLARY LEADERSHIP

MODEL THE WAY	INSPIRE A SHARED VISION	CHALLENGE THE PROCESS	ENABLE OTHERS TO ACT	ENCOURAGE THE HEART
• Find your voice by clarifying your personal values • Set the example by aligning actions with shared values	• Envision the future by imagining exciting and ennobling possibilities • Enlist others in a common vision by appealing to shared aspirations	• Search for opportunities by seeking innovative ways to change, grow and improve • Experiment and take risks by constantly generating small wins and learning from mistakes	• Foster collaboration by promoting cooperative goals and building trust • Strengthen others by sharing power and discretion	• Recognise contributions by showing appreciation for individual excellence • Celebrate the values and victories by creating a spirit of community

Application
The Kouzes and Posner principles are applicable to any type of organization since it focuses on leadership skills and not processes or operations. Individuals or teams in an organization can benefit from learning to develop leadership skills. This is not about management skill development. It is about developing your personal leadership capacities. For organizations interested in using the Leadership Challenge training, visit Leadership Challenge - Become an Expert in Developing Exemplary Leaders. You will find information on the options for implementing the Kouzes and Posner model.

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Vocational Rehabilitation

In 2014, Missouri VR decided to implement an Emerging Leaders Training for the agency as part of their succession planning. They hired a Consulting Team (former VR Leadership) to develop the program. The training builds on Kouzes and Posner's Leadership Challenge and includes the LPI. The training is voluntary and offered once annually with the cohort of 20 staff meeting three times over the course of the year.

The three phases of the training cover the following content:

- First session: Leadership Challenge principles applied to VR and DDS
- Second session: Self-development (360 feedback, LPI inventory and CPI 260) and one-on-one consulting with staff
- Third session: Special considerations in leadership, broader vision/mission, legal and ethical implications, social media, fiscal management, etc.

The Emerging Leaders Training is currently on its seventh cohort. They have found that in addition to addressing succession planning, it has been a good mechanism for professional development, and there has been almost no turnover with the 120 staff who have gone through the training.

Criticisms or Concerns

Since the model is focused on leadership styles and practices, it may be limited if leaders are not at the management level. The model does not get into management practices. Trying to be a leader from a non-management role can have its challenges. Since major decisions and operational issues fall into the management realm, non-management leaders don't drive changes in these areas. There is the potential for non-management leaders to influence those in management roles by making compelling arguments or proposals to them. There is also the potential for a groundswell from the rank and file, influenced by peer leaders which may also catch the attention and favor of the management team.

Effectiveness

This is a very effective leadership option, but it is costly. Each aspect of the Leadership Challenge requires training as well as the LPI assessment and reporting protocols. Additionally, ongoing training and re-assessment options allow individuals or organizations to monitor their progress over time. There are also options for Facilitators and Mentors to emerge through a training process. All of these training and development options are fairly expensive endeavors for an individual or agency.

The Leadership Challenge model was based on the extensive research by Kouzes and Posner, who have continued to revise and update their tools and resources as their research on leaders points them in new directions or confirms their original hypotheses.

A Doctoral Dissertation was done on Kouzes and Posner leadership practices and looked at their effectiveness among elementary school principals. Another study, The Leadership Practices

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[Inventory: Theory and Evidence Behind the five Practices of Exemplary Leaders](#), was conducted in 2002.

Recommendation for Use in VR

This could be beneficial to a SVRA trying to develop its pool of emerging leaders. Many state agencies struggle as staff in senior management and management roles near retirement to have an ample size group of emerging leaders in cue to assume their roles. This can include roles from supervisors to the Director, and include other administrative roles, such as quality assurance, training, data collection and reporting, and more. As agencies incorporate succession planning, this leadership training could help new and emerging leaders learn their strengths and enhance their skills in preparation for assuming different leadership roles.

Certification Types

As noted earlier, organizations can bring LPI into the organization by hiring a certified master to conduct training and the LPI assessments. Many organizations also choose to get staff certified as coaches and facilitators so that they have internal expertise and offer ongoing training for staff.

Coaches learn about the LPI Model and evidence of how it came to be. They get familiar with the intricacies of the LPI reports, get trained on helping leaders in their organization by providing feedback in group or individuals settings. They earn a certificate as a Trained LPI Coach and have access to resource materials to help with coaching and the Coaches Guide to Developing Exemplary Leaders.

Facilitators complete two full days of the Leadership Challenge, a Leadership is Everyone's Business workshop, and the Challenge Continues session. They get trained on LPI Leadership Practices, the LPI inventories, and guidance on how to debrief on LPI. They also get access to online resources to help with training that includes activities tied to the five practices and a collection of general leadership activities.

Options for Training

[The Leadership Challenge Workshop and LPI for organizations:](#) In-person or online (early bird rate is $2095/person for non-profits; four-plus people save $200/person)

[The Leadership Challenge Workshop and LPI for individuals](#)

[Becoming a Leadership Challenge and LPI Coach](#): Prices combine prerequisites of Leadership challenge with coaching with a range of options. See details on site.

[Become a Trained Facilitator of the Leadership Challenge](#): Prices combine prerequisite training with a range of options. See details on their site.

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Resources

Websites

Kouzes & Posner's The Leadership Challenge (A Wiley Brand) website outlines the training and assessment options: https://www.leadershipchallenge.com/solutions.aspx

Articles and Reports

Leadership Practices Inventory Sample Individual Report

Leadership Practices Inventory Sample 360 feedback report

Leadership Practices Inventory Sample Reassessment Report

Leadership Practices Inventory Sample Group Assessment report

Research Article: Bringing the Rigor of Research to the Art of Leadership

Webinars

Leadership Challenge

Learning Leadership with Jim Kouzes

Presentation Slides of 5 Practices

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