

# HRD\*

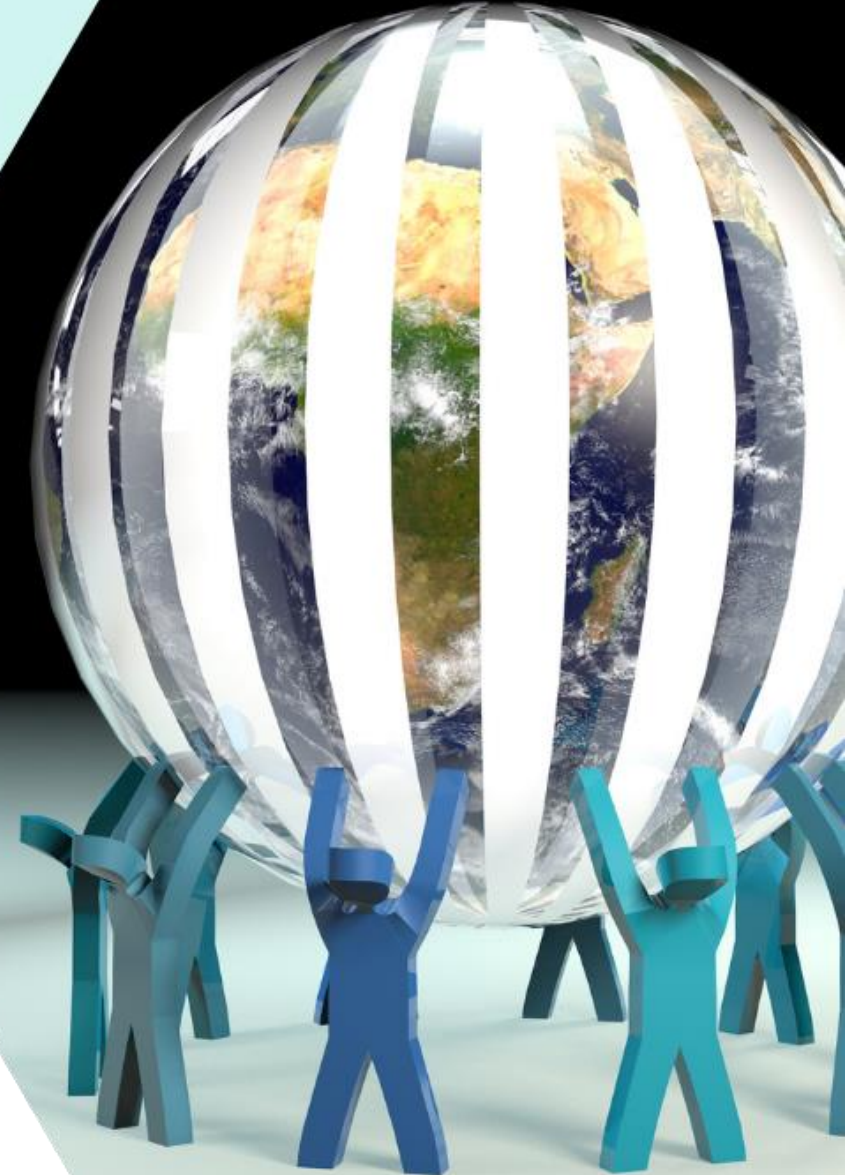
A LEADERSHIP DEVELOPMENT COMPANY

## ASC Leadership Pathways: EXCEL – Launch Session

October 24, 2024



**American Senior  
Communities®**



# Welcome to the Launch Session!



## Rules of Virtual Engagement

- Cameras on! **Leaders show up!**
- Be in a place where you can focus
- Close email and notifications—give yourself this time!
- Use the chat to ask questions throughout



# Our Launch Session Goals



- Make introductions and connections
- Provide context around the development process—we want to set YOU up for GROWTH through this process!
- Discuss our project-based approach—we want to ensure relevance and a focus on application.
- Prepare you for the administration of the LPI (Leadership Practices Inventory)
- Ensure you're clear on next steps

# Icebreaker Question! (put your response in the chat)

What book has had the biggest impact on your leadership?

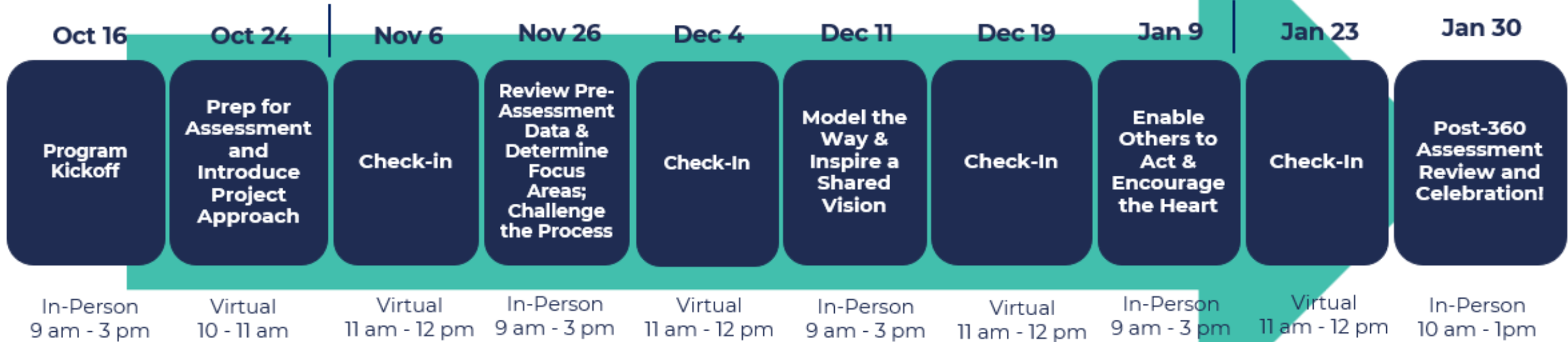


## The Five Practices of Exemplary Leadership<sup>®</sup>

# Our Development Process

## 360 Pre-Assessment

## 360 Post-Assessment



**Between Sessions: application exercises, project group accountability, follow-up and reminders**



**Based on the 360  
assessment, you will identify  
2-3 behaviors to focus on**



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5 Practices	30 Leadership Behaviors
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<p><b>Inspire a Shared Vision</b></p>	<ul style="list-style-type: none"> <li>•Talk about future trends that will influence how our work gets done.</li> <li>•Describe a compelling image of what our future could be like.</li> <li>•Paint the “big picture” of what we aspire to accomplish.</li> <li>•Appeal to others to share the dream of the future.</li> <li>•Show others how their long-term interests can be realized by enlisting in a common vision.</li> <li>•Speak with genuine conviction about the higher meaning and purpose of our work.</li> </ul>
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**The question to ask yourself  
is not:**

“DO I make a difference?”

**The question is:**

“HOW do I make the difference  
I want to make?”





**When leaders are at their BEST,  
what are they *doing*?**

**HRD\***

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# The Five Practices Make a Difference

**95.8% OF DIRECT REPORTS HIGHLY ENGAGED\***

When Leaders “Very Frequently” or “Almost Always” Use The Five Practices

**4.2.% OF DIRECT REPORTS HIGHLY ENGAGED\***

When Leaders Don’t Use The Five Practices More Than “Once in a While”

.....**22.8x**.....

# Roles and Resources



# Multiple Layers of Accountability & Support

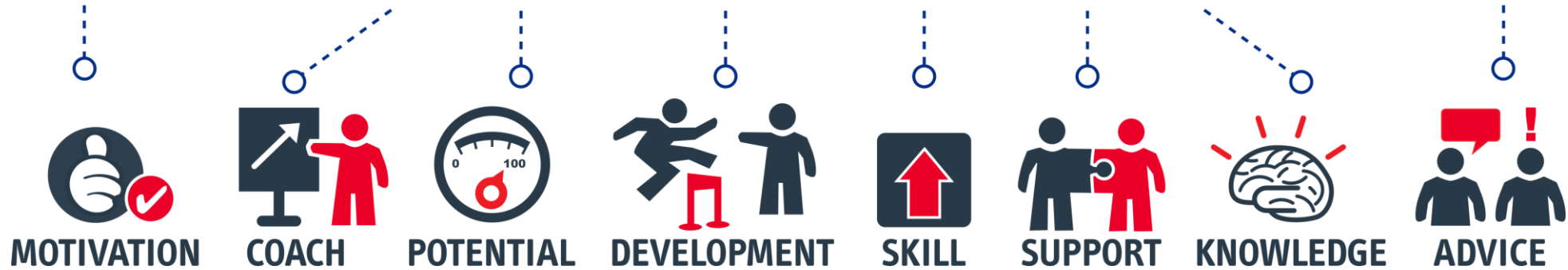


- Cathy Langlois: Internal Coach & Champion
- Your leader: Your back-up and support throughout
- Andrea Butcher (HRD): Lead Facilitator & Coach




# Andrea's Role: Lead Facilitator & Coach

## COACHING

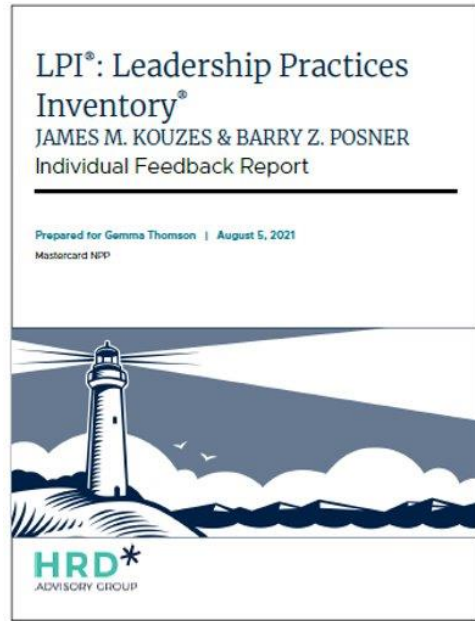


# Your Role (the most important part of the growth equation)

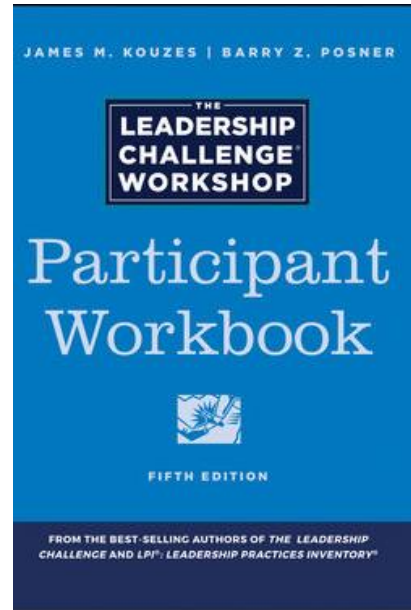


- Adopt a growth mindset – show up with an open mind and an open heart! This is space focused on growth!
- Trust the process – it's purposeful. IF YOU WANT TO GROW AS A LEADER, YOU WILL!
- Trust each other – we are all in this together and we are all works in process.
- Commit to the process – take the 360 seriously, attend the sessions, and follow through on actions you set.

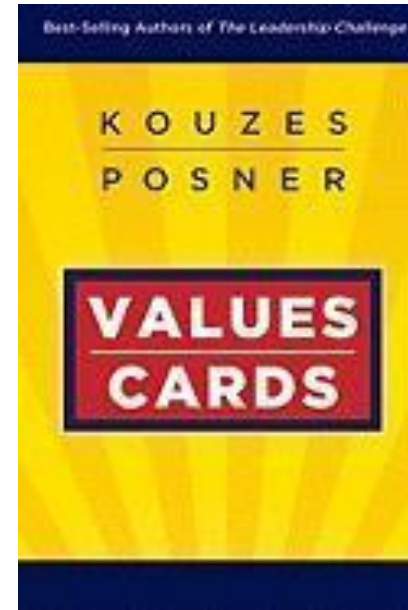
# Materials We Will Use



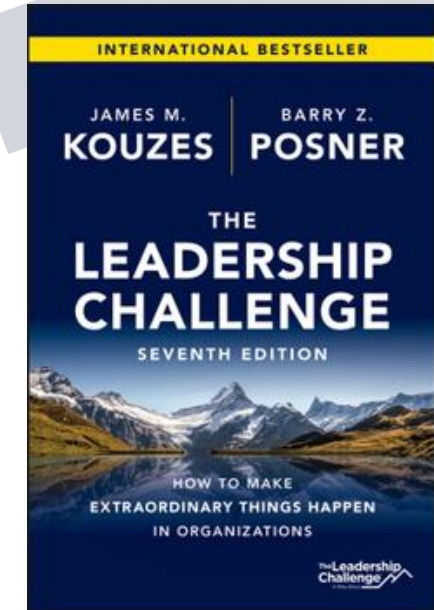
Your LPI Report



Workbook

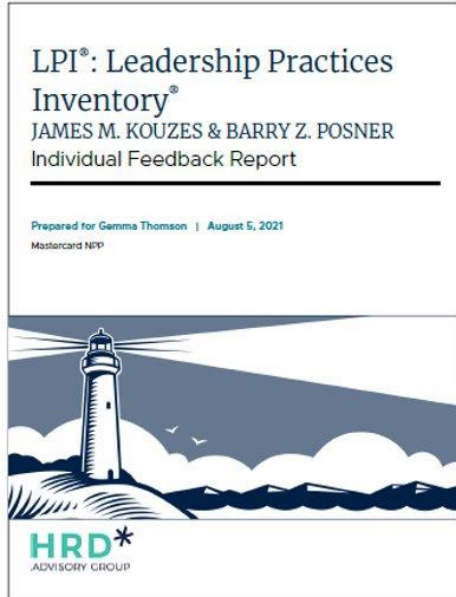


Values Cards  
(we will use in  
April session)

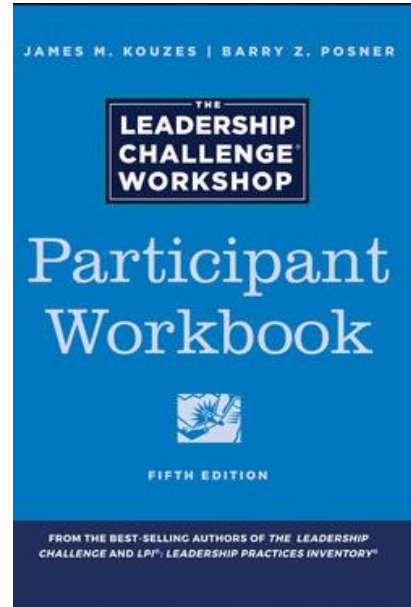


The heaviest book  
of all time

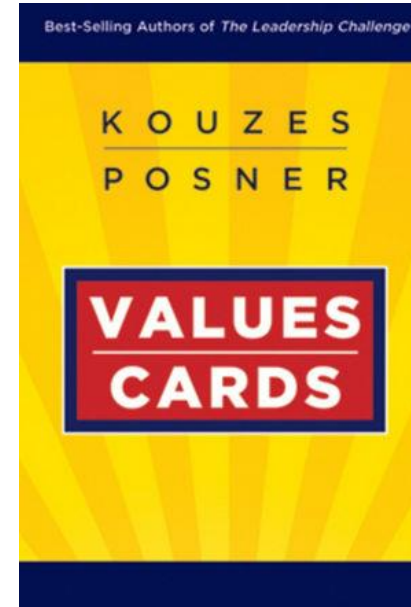
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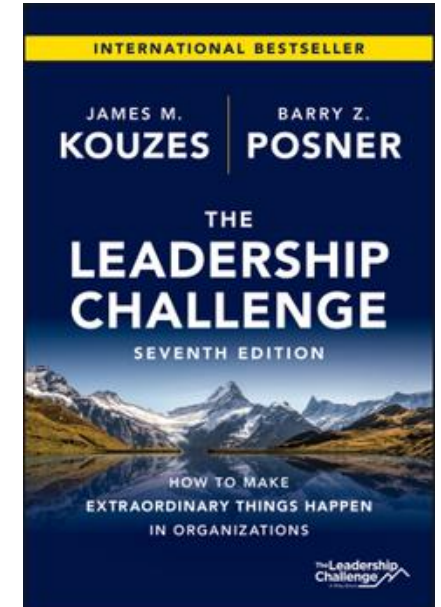
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# Project and Accountability Approach

# Project & Accountability Approach

**Why accountability and a project throughout?** To ensure relevance to your day-to-day leadership and application throughout the process.

- **Accountability groups** have been assigned for ongoing accountability (Desert Survival group)
  - Provide support throughout
  - Hold each other accountability for following through on your focused leadership behaviors and assignments
- **Leader-specific project** to apply the five practices of leadership (and your focused leadership behaviors) to a current leadership challenge that you are navigating—you will identify a specific opportunity during the Nov 26 session

360°

FEEDBACK

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**“Leadership is not about personality. It’s about behavior.”**

**The Five Practices are available to anyone who accepts the leadership challenge—the challenge of taking people and organizations to places they have never been before.”**

- The Leadership Challenge hardback book, page 13

# Value in the 360 Assessment (LPI)

- Opportunity for you to **collect developmental feedback from others**
- Identify **how your perception aligns** with perception of others
- Identify the **different perceptions** of different observer groups
- Identify both **strengths (to leverage) and opportunities (to develop)**
- We will re-assess at the end of the program to see HOW the needle moved

# What Does the LPI Measure?

## What is being assessed?

- Measures the **frequency of demonstration** of 30 leadership behaviors within the Five Practices of Exemplary Leadership (6 behaviors per practice area)
- 1 – 10 Scale – Almost Never to Almost Always
- *There isn't a "not applicable" option because it's a frequency scale.*



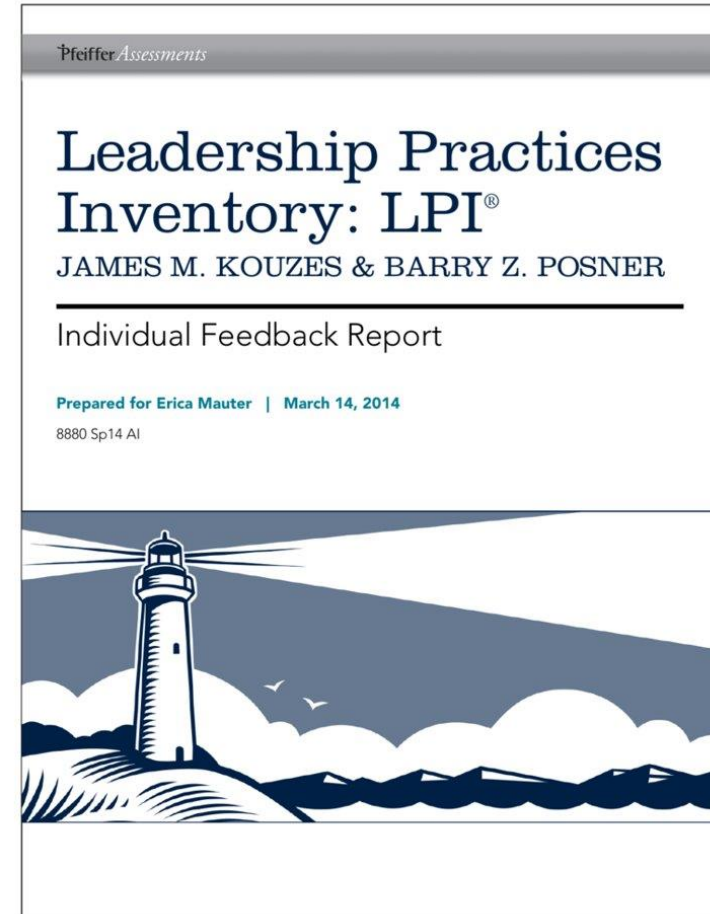
## Who is assessing me?

- **You** (Self-Assessment)
- **Your Manager** (your report to)
- **Direct Reports** (your department heads)
- **Others** (other leaders/support colleagues that you interact with **regularly**)
- Ignore the Coworker option

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# Individual Feedback Report

- Customized for you
- 25+ page report
- Provides summary and breakdown of each practice area
- Provides open-ended feedback
- Provides normative data



# Example of Summary Page

- Self Score
- Average of observer scores
- Manager Score
- Breakdown of scores from other categories
  - Report is built to protect the anonymity of direct reports and others



Profile for Amanda Lopez

Sub Folder Test  
February 22, 2013

## The Five Practices Data Summary

This page summarizes your LPI responses for each leadership Practice. The Self column shows the total of your own responses to the six behavioral statements about each Practice. The Individual Observers columns show the total of each Observer's six responses for the Practice. The AVG column shows the average of all your Observers' total responses. Total responses for each Practice can range from 6 to 60, which represents adding up the response score (ranging from 1-Almost Never to 10-Almost Always) for each of the six behavioral statements related to that practice.

	SELF	AVG	INDIVIDUAL OBSERVERS									
			M1	D1	D2	D3	D4	C1	C2	C3	O1	
<b>Model the Way</b>	53	<b>45.8</b>	51	51	55	50	25	47	42	45	46	
<b>Inspire a Shared Vision</b>	45	<b>45.2</b>	47	49	48	54	31	45	42	42	49	
<b>Challenge the Process</b>	54	<b>49.2</b>	49	54	58	54	29	48	51	44	56	
<b>Enable Others to Act</b>	53	<b>49.0</b>	50	49	56	54	32	48	47	51	54	
<b>Encourage the Heart</b>	39	<b>40.6</b>	47	36	35	47	26	49	38	39	48	

M-Manager D-Direct Report C-Co-Worker O-Other S-Self AVG-Average of all Observer Responses

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# Send a Pre-Email to Your Observers

I am participating in a program to enhance my personal leadership. As part of the process, I am participating in the Leadership Practices Inventory (LPI) Assessment. It is a 30-item assessment that provides 360-degree feedback on the **frequency** of specific leadership behaviors, based on a 10-point scale. I very much value your feedback and wanted to let you know that I have selected you as an observer to provide feedback on the 30 leadership behaviors.

The assessment takes about 10-15 minutes to complete, and you will have the opportunity to add comments at the end of survey to aid in my development. **All responses, with the exception of the Manager, will be anonymous.** Your open feedback is much appreciated!

You will be receiving an automated email from the LPI system, but I wanted to provide some additional context for you in advance of that email. As an observer of my leadership behaviors, you will be presented with 30 unique statements. Each question asks you to assign a measurement of **how often I engage in a particular behavior**. Please read each item carefully, consider the 1-10 rating scale, and select the number that best applies.

Based on almost 40 years of research, the LPI data confirms that all 30 questions in the LPI Observer apply to any leader at any level in any organization, under nearly all conditions. As a result, there isn't a "not applicable" response option.

Be on the look-out for the assessment email, and if you could complete the assessment *by end of day on November 18*.

Please let me know if you have any questions and thank you for helping me to be a better leader!



# Your Assessment Window: 10/25 – 11/18

Steps	Action and Timing
1	You will get an email with your link to the LPI 360 assessment tomorrow.
2	Set up your observers! Send the pre-email to your observers in the next couple of days before you add them to the LPI system by end of day Wed, Oct 30.
3	Complete your self assessment by end of day Friday, November 8.
4	The deadline for your observers to complete the assessment is Monday, November 18.
5	Your individual LPI report will be emailed to you on <b>Wed, November 20 for your review. Please review in advance of the session on November 26.</b>

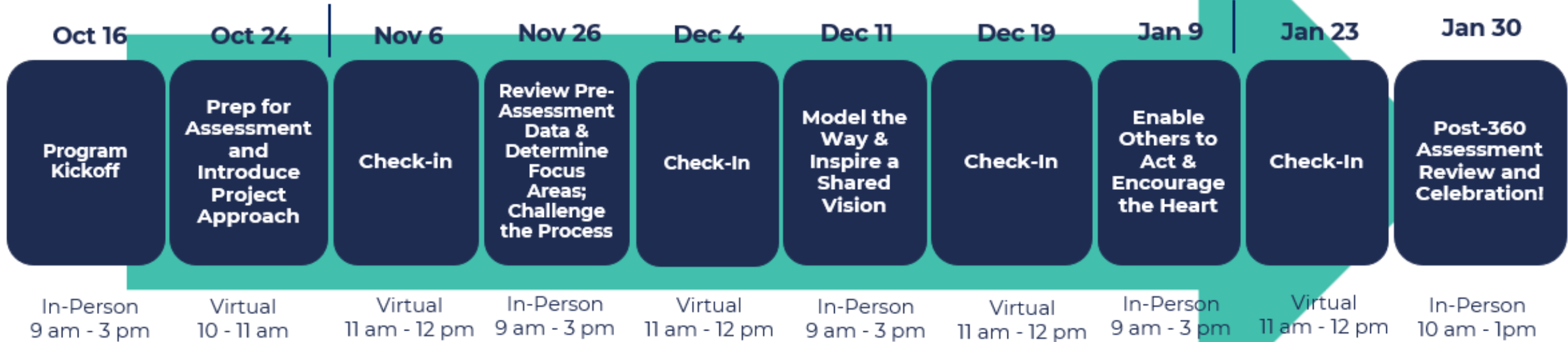
# Pre-work for November 26 workshop:

- **Pre-Assessment** (30 mins): Complete the steps for the 360 assessment; review your results and make notes/questions upon receiving your report.
- **Podcast Listening** (30 mins): Listen to the Being [at Work ] podcast 018: The Story Behind The Leadership Challenge Journey | Jim Kouzes: <https://hrdadvisorygroup.com/podcasts/>.
- **Reading** (30 mins): Read in your book, *The Leadership Challenge*, chapter 1 (through page 27) AND chapter 6 (pages 137-189 on Challenge the Process)

# Our Development Process

## 360 Pre-Assessment

## 360 Post-Assessment



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