

HRD*

A LEADERSHIP DEVELOPMENT COMPANY

ASC Leadership Pathways: EXCEL – Pre-Assessment Review & Challenge the Process

November 25, 2024



**American Senior
Communities®**





The Five Practices of Exemplary Leadership[®]

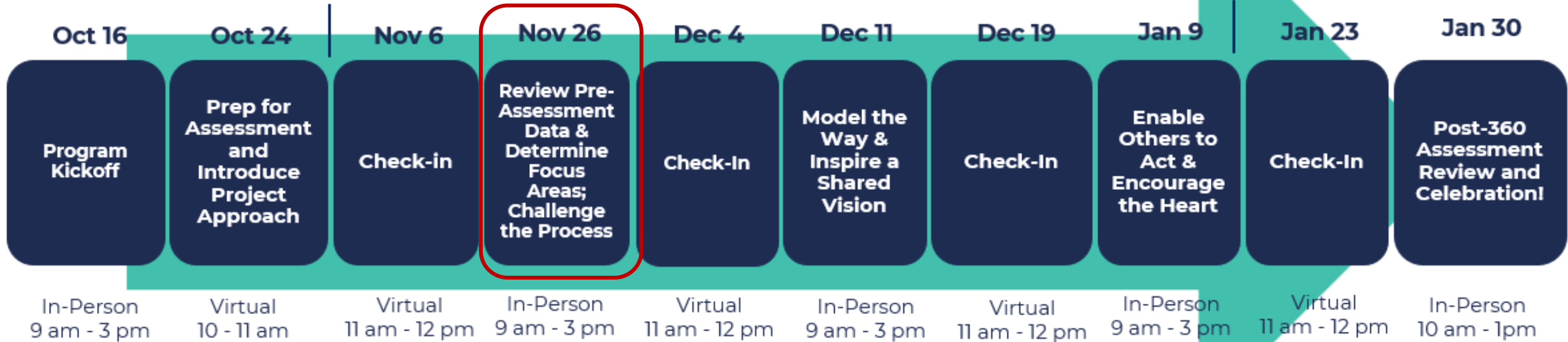
Our Roadmap for Today!

- Review our development process and pre-work for today's workshop AND document YOUR goals for this experience
- Engage in an introductory exercise to align on key aspects of the program
- Share YOUR personal leadership best
- Dive into your LPI report—*what is the key message in the data for you?* Identify 2-3 behaviors to focus on throughout the growth experience.
- Challenge the Process:
 - Identify small win opportunities within your community
 - Identify the specific opportunity you want to influence (this will be your “project”)
- Prepare for next steps

Our Development Process

360 Pre-Assessment

360 Post-Assessment



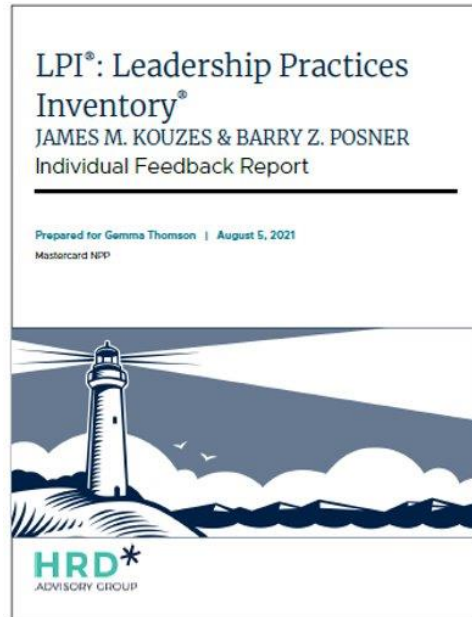
Between Sessions: application exercises, project group accountability, follow-up and reminders



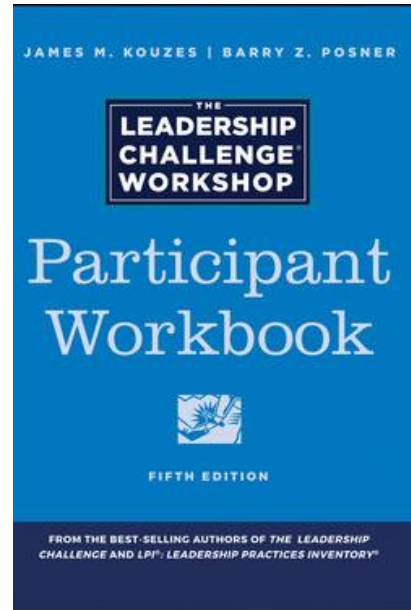
**What do YOU want to get out of
this experience?**

Note your thoughts at the bottom of page 8 in your workbook.

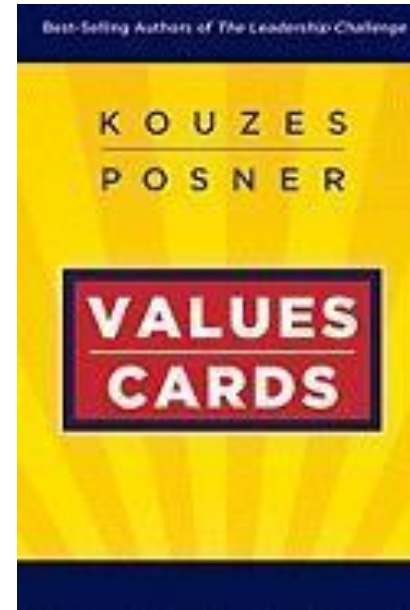
Materials We Will Use



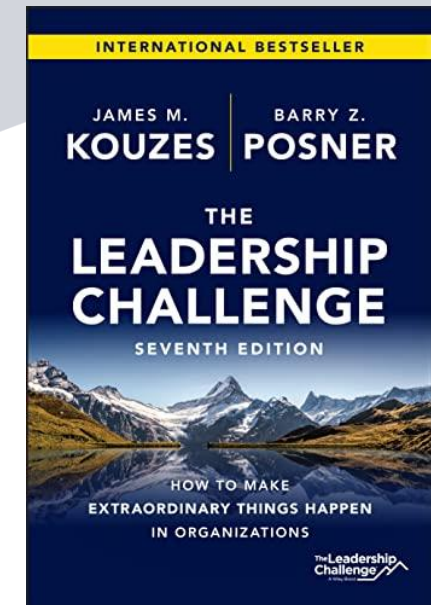
Your LPI Report



Workbook



Values Cards



The Book



The Five Practices of Exemplary Leadership[®]

Pre-work for Today— Key Takeaways?



- **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 (intro chapter / p. 1-27) and chapters 6 and 7 (Challenge the Process chapters / p. 137-189).

Introductory Exercise

- Group 1: **Leadership Challenges**—what are the common leadership challenges this group is facing?
- Group 2: **Program Objectives**—what does this group most want to get out of this experience?
- Group 3: **Ground Rules**—what ground rules do we want to commit to?
- Group 4: **Characteristics of Admired Leaders**

Introductory Exercise—Our Process



- 2 minutes to plan how you are going to collect and synthesize information from the entire group
- 5 minutes to collect
- 2 minutes to review what you collected
- 5 minutes to capture the themes and prepare to present back

Characteristics of Admired Leaders

NORMS	CHARACTERISTIC		NORMS	CHARACTERISTIC
28	Ambitious		84	Honest
40	Broad-Minded		17	Imaginative
23	Caring		5	Independent
66	Competent		66	Inspiring
31	Cooperative		47	Intelligent
22	Courageous		18	Loyal
39	Dependable		17	Mature
22	Determined		10	Self-Controlled
36	Fair-Minded		32	Straightforward
62	Forward-Looking		37	Supportive

A Personal BEST Leadership Experience

- When were YOU at YOUR best as a leader?
- What did you DO in the situation that you are proud of?
- Why do you consider it a personal best?
- What did you most learn through that situation?

Take notes on page 10 in your workbook!

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

Page 12



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



The Five Practices of Exemplary Leadership[®]

5 Practices	30 Leadership Behaviors
<p>Model the Way</p>	<ul style="list-style-type: none"> •Set a personal example of what you expect of others. •Make certain that people adhere to the principles and standards that have been agreed upon. •Follow through on promises and commitments you make. •Ask for feedback on how your actions impact others. •Build consensus around a common set of values for running our organization. •You are clear about your philosophy of leadership.
<p>Inspire a Shared Vision</p>	<ul style="list-style-type: none"> •Talk about future trends that will influence how our work gets done. •Describe a compelling image of what our future could be like. •Paint the “big picture” of what we aspire to accomplish. •Appeal to others to share the dream of the future. •Show others how their long-term interests can be realized by enlisting in a common vision. •Speak with genuine conviction about the higher meaning and purpose of our work.
<p>Challenge the Process</p>	<ul style="list-style-type: none"> •Seek out challenging opportunities that test your own skills and abilities. •Challenge others to try out new and innovative ways to do their work. •Actively search for innovative ways to improve what we do. •Ask “what can we learn?” when things don’t go as expected. •Identify milestones that keep the project moving forward. •Take initiative in anticipating and responding to change.
<p>Enable Others to Act</p>	<ul style="list-style-type: none"> •Develop cooperative relationships among the people you work with. •Actively listen to diverse points of view. •Treat people with dignity and respect. •Involve people in the decisions that directly impact their job performance. •Give people a great deal of freedom and choice in deciding how to do their work. •Ensure that people grow in their jobs by learning new skills and developing themselves.
<p>Encourage the Heart</p>	<ul style="list-style-type: none"> •Praise people for a job well done. •Make it a point to let people know about your confidence in their abilities. •Make sure that people are creatively recognized for their contributions. •Publicly recognize people who exemplify commitment to shared values. •Tell stories of encouragement about the good work of others. •Get personally involved in recognizing people and celebrating accomplishments



360°

FEEDBACK







**Your humanity is showing, just like
everyone else's.**



Happy



Angry



Sad



Frustrated



Sneaky



Scared



Surprised



Shy



Bossy



Sleepy



Embarrassed



Mean



Proud



Nervous



Silly



Disappointed



Confused



Impatient



Curious



Kind



Obnoxious



Excited



Grumpy

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 RVP)
- **Direct Reports** (your department heads)
- **Others** (other leaders/support colleagues that you interact with **regularly**)
- Ignore the Coworker option

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

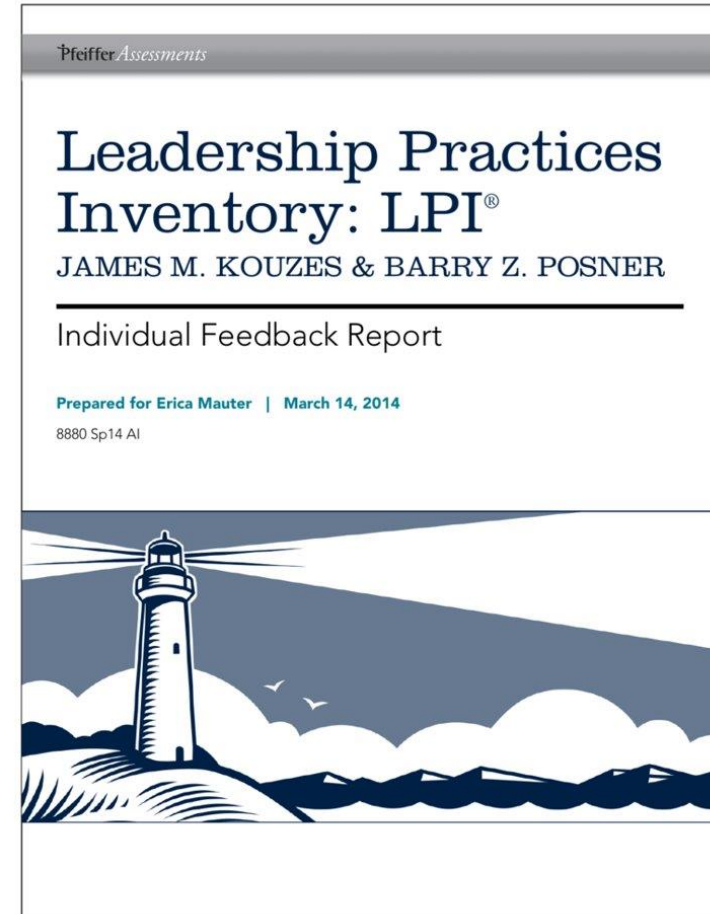
The Five Practices are available to anyone who accepts the leadership challenge—the challenge of taking people and organizations to places they have never been before.”

- The Leadership Challenge hardback book, page 13

5 Practices	30 Leadership Behaviors
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<p>Inspire a Shared Vision</p>	<ul style="list-style-type: none"> •Talk about future trends that will influence how our work gets done. •Describe a compelling image of what our future could be like. •Paint the “big picture” of what we aspire to accomplish. •Appeal to others to share the dream of the future. •Show others how their long-term interests can be realized by enlisting in a common vision. •Speak with genuine conviction about the higher meaning and purpose of our work.
<p>Challenge the Process</p>	<ul style="list-style-type: none"> •Seek out challenging opportunities that test your own skills and abilities. •Challenge others to try out new and innovative ways to do their work. •Actively search for innovative ways to improve what we do. •Ask “what can we learn?” when things don’t go as expected. •Identify milestones that keep the project moving forward. •Take initiative in anticipating and responding to change.
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<p>Encourage the Heart</p>	<ul style="list-style-type: none"> •Praise people for a job well done. •Make it a point to let people know about your confidence in their abilities. •Make sure that people are creatively recognized for their contributions. •Publicly recognize people who exemplify commitment to shared values. •Tell stories of encouragement about the good work of others. •Get personally involved in recognizing people and celebrating accomplishments

Individual Feedback Report

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





Keep in Mind ...

- There are no “bad” and “good” scores—only opportunities to become a better leader.
- Look for *messages* in the data, not numbers—look for themes.
- Remember that the observers are anonymous.
- It’s common for one observer rates you significantly lower—outliers are common.

Things I noticed in the data . . .



- Blind spots and hidden strengths.
- Manager perception differs from other observer groups.
- Self-assessment scores that are significantly lower than your observers.
- Where you rated yourself higher – you think you're doing the behavior more often than you are.
- The themes in the open-ended questions and how they support the quantitative assessment.

Let's Dig In: Report Contents



- The Five Practices model
- Summary of test results
- Data Summary page—overview
- Data Summary Page for each practice
- Bar Graph pages
- Leadership Behaviors Ranking page
- Percentile Ranking page
- Open-ended feedback

The sequence of the practices is important...

The Five Practices of Exemplary Leadership®

Created by James M. Kouzes and Barry Z. Posner in the early 1980s and first identified in their internationally best-selling book, *The Leadership Challenge*, The Five Practices of Exemplary Leadership approaches leadership as a measurable, learnable, and teachable set of behaviors. After conducting hundreds of interviews, reviewing thousands of case studies, and analyzing more than two million survey questionnaires to understand those times when leaders performed at their personal best, there emerged five practices common to making extraordinary things happen. The Five Practices are



The *Leadership Practices Inventory* (LPI) instrument is an essential tool to help you gain perspective into how you see yourself as a leader, how others view you, and what actions you can take to improve your use of The Five Practices, which research has demonstrated, year after year, make for more effective leaders.

ABOUT YOUR LPI REPORT

The LPI measures the frequency of thirty specific leadership behaviors on a 10-point scale, with six behavioral statements for each of The Five Practices. You and the observers you selected rated how frequently you engage in each of these important behaviors associated with The Five Practices. The response scale is:

Frequency Scale



RESPONSE SCALE	1—Almost Never	3—Seldom	5—Occasionally	7—Fairly Often	9—Very Frequently
	2—Rarely	4—Once in a While	6—Sometimes	8—Usually	10—Almost Always

In the following report pages, you'll see your LPI Self (S) responses and your Observer responses, which are categorized into Manager (M), Direct Report (D), Co-Worker (C), and Other (O). Observer responses are categorized as "Other" when there are not enough responses in the Direct Report or Co-Worker categories to preserve Observer anonymity. The average observer rating (AVG) is an average of all LPI observer responses including Manager.

RATER ABBREVIATIONS:

Your Observers








S—Self	M—Manager	D—Direct Report	C—Co-Worker	O—Other	AVG— Average of all Observer Responses
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You requested a total of **10** observers to rate you; of these, **9** have submitted an Observer survey as of report date and are included in your report results.

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	O
 Model the Way	53	45.8	51	51	55	50	25	47	42	45	46
 Inspire a Shared Vision	45	45.2	47	49	48	54	31	45	42	42	49
 Challenge the Process	54	49.0	49	54	58	54	29	48	51	44	56
 Enable Others to Act	53	49.0	50	49	56	54	32	48	47	51	54
 Encourage the Heart	39	40.6	47	36	35	47	26	49	38	39	48

The Five Practices Bar Graphs

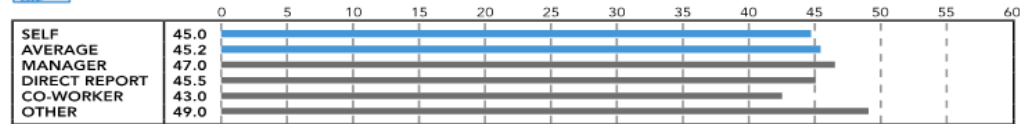
These bar graphs, one set for each leadership practice, provide a graphic representation of the numerical data recorded on The Five Practices Data Summary page. By practice, it shows the total response for Self and the average total for each category of Observer. Average refers to the average for all categories of Observers (including Manager). Total responses 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.



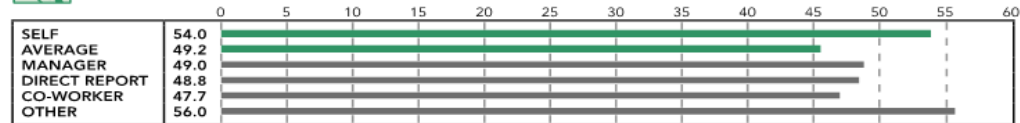
Model the Way



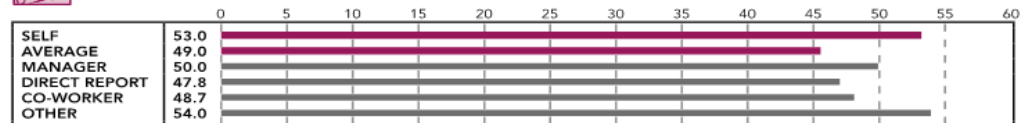
Inspire a Shared Vision



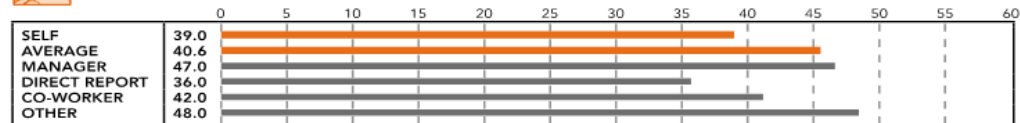
Challenge the Process



Enable Others to Act



Encourage the Heart



MOST FREQUENT

	PRACTICE	SELF	AVG +/-	M +/-
14. Treats others with dignity and respect	Enable	10	9.6	10.0
11. Follows through on promises and commitments he/she makes	Model	10	9.0	10.0
3. Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	10	8.9	9.0
1. Sets a personal example of what he/she expects of others	Model	10	8.7	10.0
2. Talks about future trends that will influence how our work gets done	Inspire	10	8.6	10.0
23. Identifies measurable milestones that keep projects moving forward	Challenge	10	8.4 -	7.0 -
28. Takes initiative in anticipating and responding to change	Challenge	9	8.4	9.0
4. Develops cooperative relationships among the people he/she works with	Enable	8	8.4	8.0
9. Actively listens to diverse points of view	Enable	9	8.2	9.0
13. Actively searches for innovative ways to improve what we do.	Challenge	8	8.2	8.0
24. Gives people a great deal of freedom and choice in deciding how to do their work	Enable	10	8.1 -	9.0
6. Makes certain that people adhere to the principles and standards that have been agreed upon	Model	9	8.1	8.0
8. Challenges people to try out new and innovative ways to do their work	Challenge	9	7.9	8.0
19. Involves people in the decisions that directly impact their job performance	Enable	8	7.9	8.0
22. Paints the "big picture" of what we aspire to accomplish	Inspire	6	7.9 +	8.0 +
7. Describes a compelling image of what our future could be like	Inspire	7	7.8	8.0
26. Is clear about his/her philosophy of leadership	Model	8	7.6	8.0
21. Builds consensus around a common set of values for running our organization	Model	9	7.4 -	8.0
30. Gets personally involved in recognizing people and celebrating accomplishments	Encourage	8	7.4	8.0
18. Asks "What can we learn?" when things don't go as expected	Challenge	8	7.3	8.0
17. Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	7	7.3	8.0
27. Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	6	7.2	7.0
5. Praises people for a job well done	Encourage	6	7.1	8.0 +
15. Makes sure that people are creatively recognized for their contributions to the success of our projects	Encourage	5	7.1 +	8.0 +
10. Makes it a point to let people know about his/her confidence in their abilities	Encourage	9	7.0 -	7.0 -
29. Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	8	6.8	6.0 -
12. Appeals to others to share an exciting dream of the future	Inspire	9	6.4 -	6.0 -
20. Publicly recognizes people who exemplify commitment to shared values	Encourage	5	6.0	8.0 +
25. Tells stories of encouragement about the good work of others	Encourage	6	5.9	8.0 +
16. Asks for feedback on how his/her actions affect other people's performance	Model	7	5.0 -	7.0

LEAST FREQUENT



Encourage the Heart Data Summary

- Recognize contributions by showing appreciation for individual excellence
- Celebrate the values and victories by creating a spirit of community

This page shows the responses for each of the six leadership behaviors related to this Practice. The Self column shows the responses you gave yourself for each behavior. The AVG column shows the averages of the Observers responses. The Individual Observers columns show each Observers response for each behavioral item. Responses can range from 1-Almost Never to 10-Almost Always.

	SELF		INDIVIDUAL OBSERVERS								
		AVG	M1	D1	D2	D3	D4	C1	C2	C3	O1
8. Praises people for a job well done	6	7.1	8	7	6	7	5	9	6	8	8
10. Makes it a point to let people know about his/her confidence in their abilities	9	7.0	7	6	7	8	6	7	6	7	9
13. Makes sure that people are creatively recognized for their contributions to the success of our projects	5	7.1	8	5	5	10	4	10	10	5	7
20. Publicly recognizes people who exemplify commitment to shared values	5	6.0	8	6	5	6	3	9	4	5	8
25. Tells stories of encouragement about the good work of others	6	5.9	8	6	6	7	3	5	6	5	7
30. Gets personally involved in recognizing people and celebrating accomplishments	8	7.4	8	6	6	9	5	9	6	9	9

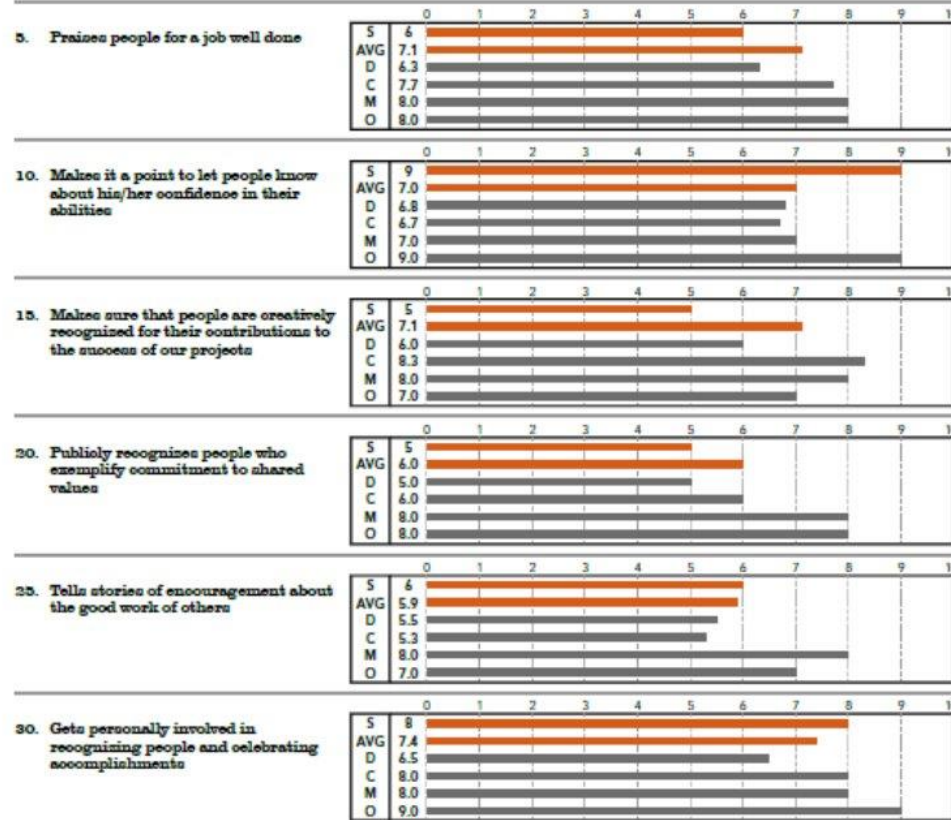
RESPONSE SCALE	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Vary Frequently
	2-Rarely	4-Once in a While	6-Sometimes	8-Usually	10-Almost always
M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of all Observer Responses



Encourage the Heart Bar Graphs

- Recognize contributions by showing appreciation for individual excellence
- Celebrate the values and victories by creating a spirit of community

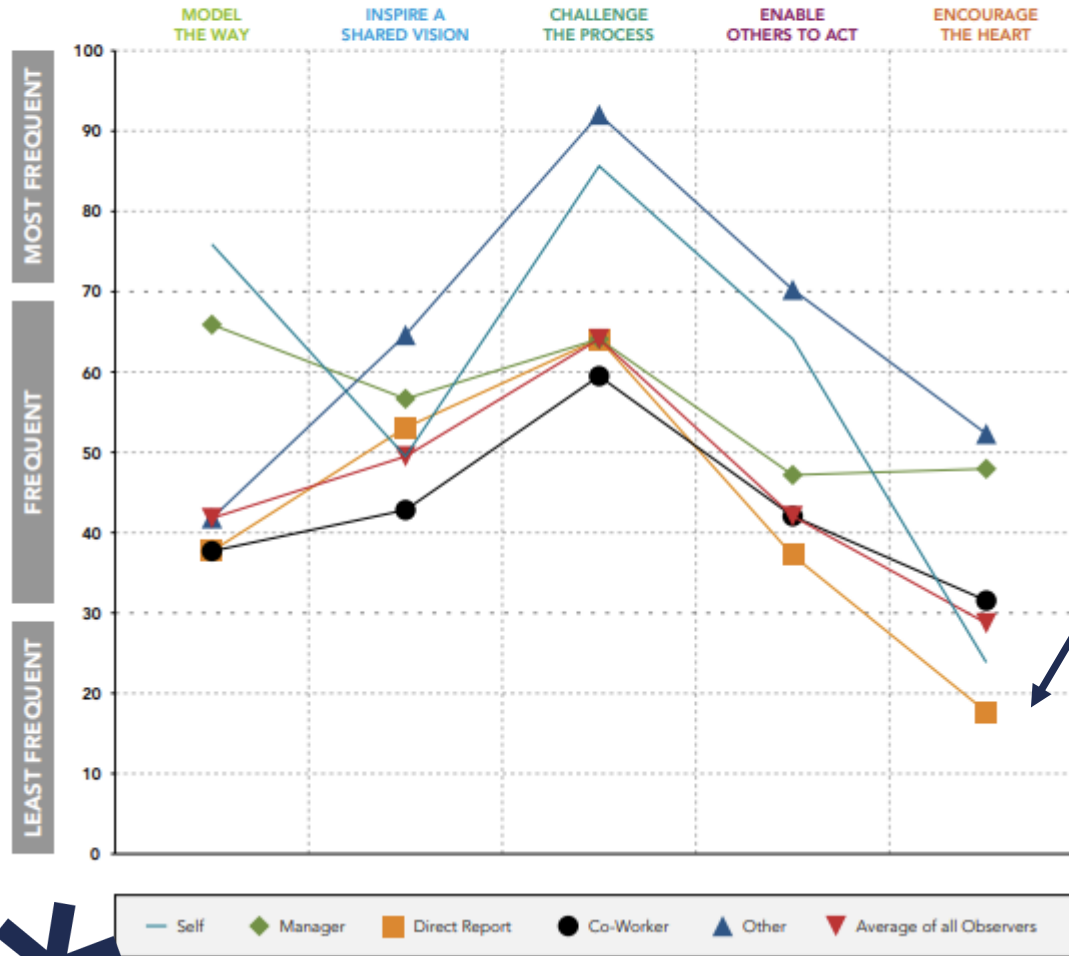
The set of bar graphs for each of the six leadership behaviors related to this Practice provides a graphic representation of your and your Observers' average responses for that behavior. By behavior, it shows the response for Self and the average response for each category of Observer. Average refers to the average response for all categories of Observers (including Manager). Responses can range from 1-Almost Never to 10-Almost Always.



RESPONSE SCALE	1-Almost Never	3-Seldom	5-Occasionally	7-Fairly Often	9-Very Frequently
	2-Rarely	4-Once in a While	6-Sometimes	8-Usually	10-Almost always
M-Manager	D-Direct Report	C-Co-Worker	O-Other	S-Self	AVG-Average of all Observer Responses

Percentile Ranking

The leaders and observers who make up the LPI database include a mix of males and females at all levels, from all types of organizations, and from all over the world. This page compares your Self responses and those of your Observers to all Observer responses for other leaders who have taken the LPI. The horizontal lines at the 30th and 70th percentiles divide the graph into three segments, roughly approximating a normal distribution of scores. Each line on the graph shows what percentile your Self or an Observer category response falls into for each Practice. For example, if your Self score for Model the Way is at the 50th percentile, half of the leaders in the database were rated higher by their Observers on the Practice, and half were rated lower.



Her Direct Report score is below the 20th percentile – 80% of the direct reports in the database rated their leaders higher than Amanda’s direct reports rated her

Making Sense of Your LPI Score








- Page 26s and 27 in your workbook
- Page 34 in the workbook – last two questions:
 - Strongest practice AND Needs improvement
 - What other thoughts, questions, or observations do you have about the messages in your LPI feedback?

Group Data

Lowest scored practice area for this group.

Highest scored practice area for this group.

	AVG	STD DEV	
 Model the Way	Self	45.7	5.5
	Manager	45.9	6.4
	Direct Report	50.0	9.5
	Co-Worker	48.3	9.8
	Other	50.8	7.2
	All Observers	49.6	9.1
 Inspire a Shared Vision	Self	43.8	7.1
	Manager	44.9	7.7
	Direct Report	49.4	10.1
	Co-Worker	48.0	10.1
	Other	48.7	9.3
	All Observers	48.9	9.8
 Challenge the Process	Self	43.5	5.7
	Manager	43.2	9.0
	Direct Report	48.4	10.9
	Co-Worker	46.2	11.2
	Other	48.4	8.7
	All Observers	47.8	10.6
 Enable Others to Act	Self	51.3	4.8
	Manager	48.3	4.8
	Direct Report	52.0	8.7
	Co-Worker	50.8	8.1
	Other	52.9	4.8
	All Observers	51.7	8.0
 Encourage the Heart	Self	44.6	8.7
	Manager	47.6	6.5
	Direct Report	50.7	9.6
	Co-Worker	51.1	9.4
	Other	52.3	6.5
	All Observers	50.8	9.1

ALL OBSERVERS SURVEYS TALLIED: 177	Self Surveys Talled: 19	Direct Report Surveys Talled: 121	Other Surveys Talled: 22
	Manager Surveys Talled: 11	Co-Worker Surveys Talled: 23	

AVG-Average of all Observer Responses in each category STD DEV-Standard Deviation

Group Data

Behaviors you are demonstrating MOST often

Behaviors you are demonstrating LEAST often

MOST FREQUENT

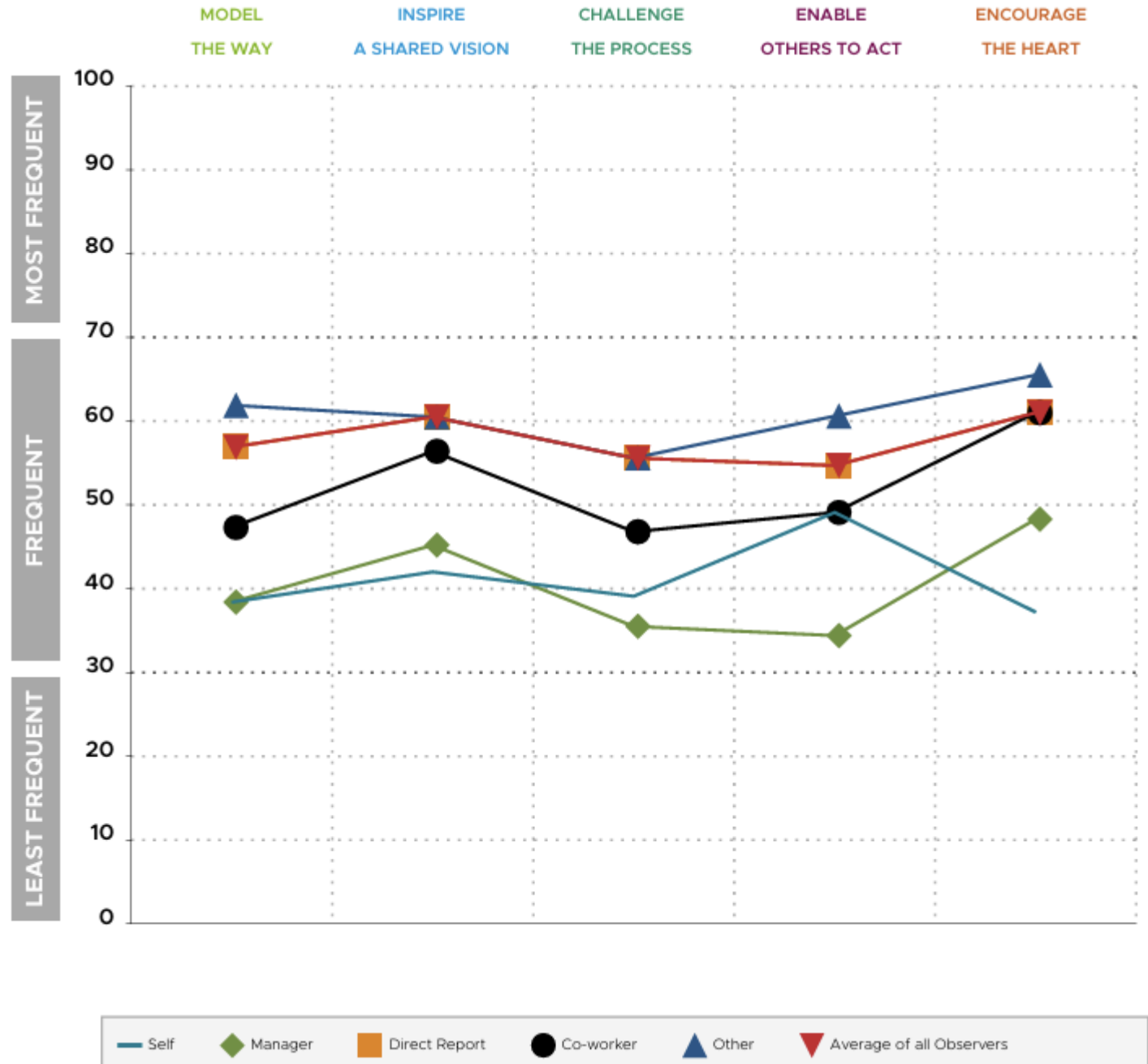
	PRACTICE	SELF	AVG +/-	M +/-
14. Treats people with dignity and respect	Enable	9.8	9.4	9.2
4. Develops cooperative relationships among the people he/she works with	Enable	9.1	8.7	8.4
5. Praises people for a job well done	Encourage	8.1	8.7	8.0
24. Gives people a great deal of freedom and choice in deciding how to do their work	Enable	8.7	8.6	8.1
1. Sets a personal example of what he/she expects of others	Model	8.5	8.6	8.0
9. Actively listens to diverse points of view	Enable	8.4	8.6	7.8
21. Builds consensus around a common set of values for running our organization	Model	7.7	8.6	7.9
27. Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	8.1	8.5	7.3
10. Makes it a point to let people know about his/her confidence in their abilities	Encourage	7.7	8.5	7.7
20. Publicly recognizes people who exemplify commitment to shared values	Encourage	7.7	8.5	8.2
7. Describes a compelling image of what our future could be like	Inspire	7.4	8.1	7.6
2. Talks about future trends that will influence how our work gets done	Inspire	7.2	8.1	7.6
29. Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	7.2	8.1	7.7
12. Appeals to others to share an exciting dream of the future	Inspire	7.8	8.0	7.4
23. Identifies measurable milestones that keep projects moving forward	Challenge	6.9	8.0	7.5
3. Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	7.5	7.9	7.3
18. Asks "What can we learn?" when things don't go as expected	Challenge	6.9	7.8	6.5
17. Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	5.8	7.8 +	7.2
8. Challenges people to try out new and innovative ways to do their work	Challenge	6.8	7.7	7.1
16. Asks for feedback on how his/her actions affect other people's performance	Model	5.5	7.5 +	6.5

LEAST FREQUENT



Group Data

Percentile Ranking



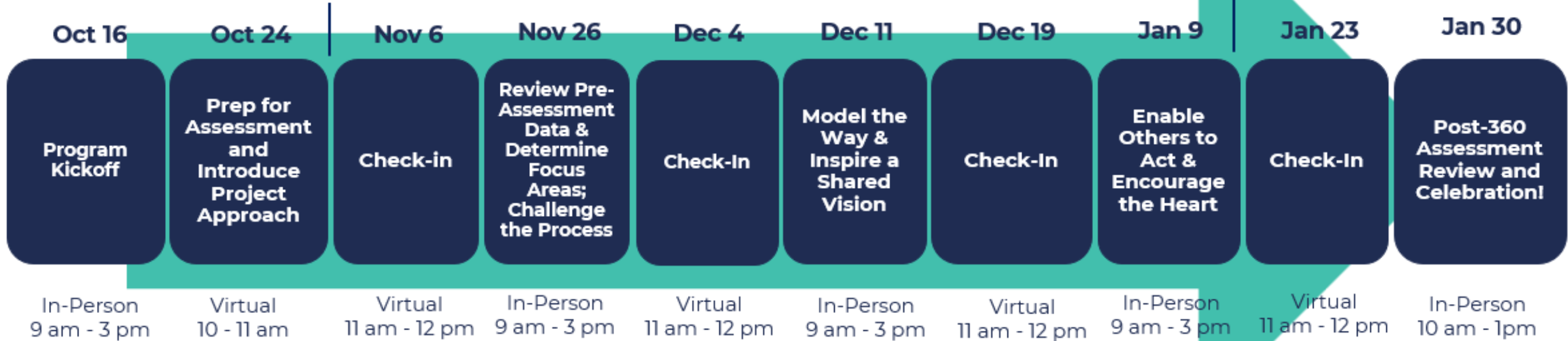
Small Group Conversation— Determine YOUR Focus:

- What specific behaviors (2-3) are MOST important for YOU to focus on right now given the context of your leadership?
- What is the impact of you demonstrating those 2-3 behaviors more often?

Our Development Process

360 Pre-Assessment

360 Post-Assessment



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

Engaging Your Key Stakeholders



- Thank observers and let them know that you appreciate the feedback.
- Ask for continued feedback and support.
- Talk with your team about the leadership development you're engaged in.
- And don't forget to schedule time to talk with your RVP about the feedback—it's a great alignment opportunity.

Sharing Feedback With Your Team

- Plan to share feedback with them during your next team meeting.
- Focus on themes – “my two biggest takeaways are . . .”
- Remind people about the anonymity of the process and tell them that you will not ask people to disclose their scores.

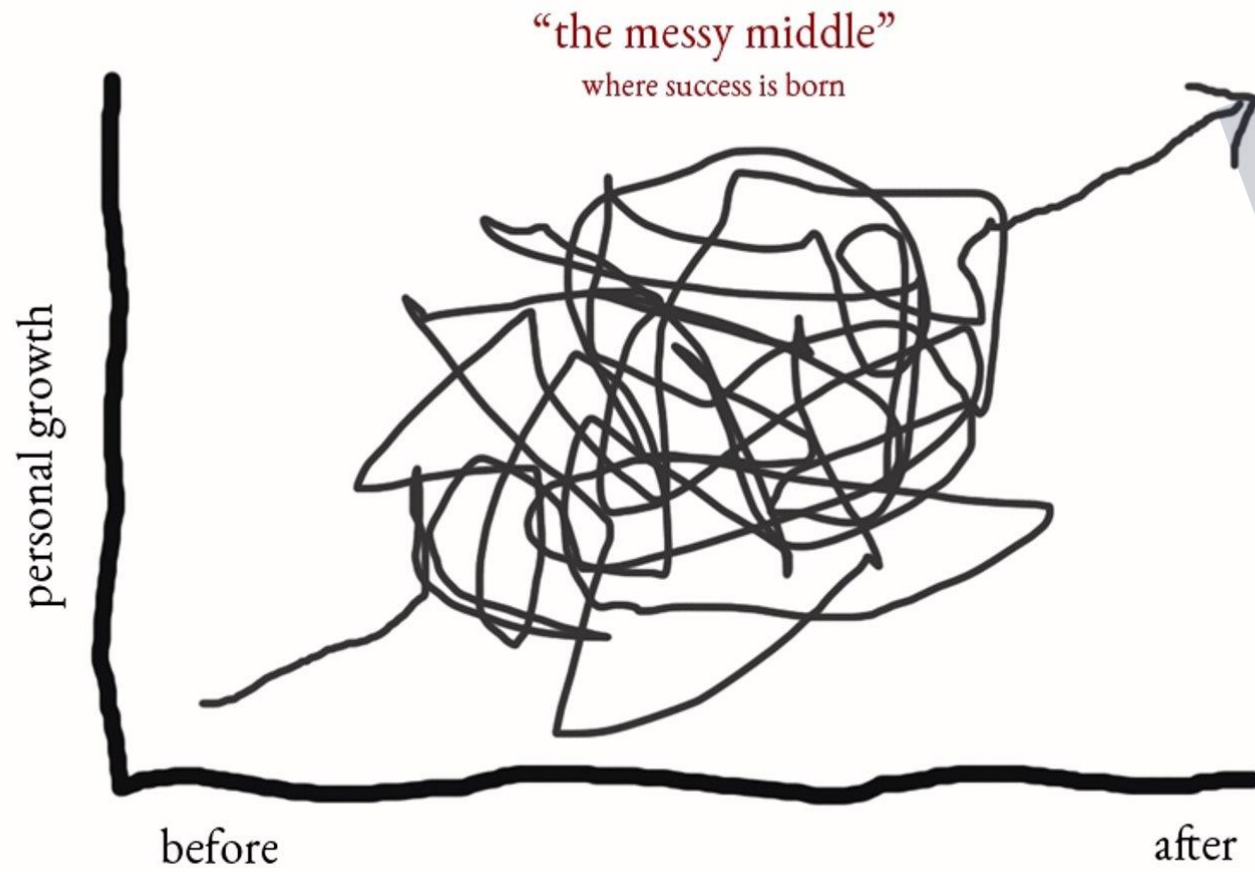
**Document your 2-3 Focus Behaviors
(we will track throughout):**



Rules of Engagement



- No talking
- Do not show your card to anyone
- Respect your role



stephaniequiao.com

Check in on our goals!

- ✓ Review our development process and pre-work for today's workshop AND document YOUR goals for this experience
- ✓ Engage in an introductory exercise to align on key aspects of the program
- ✓ Share YOUR personal leadership best
- ✓ Dive into your LPI report—*what is the key message in the data for you?* Identify 2-3 behaviors to focus on throughout the growth experience.
- Challenge the Process:
 - Reflect on your mindset
 - Identify small win opportunities within your community
 - Identify the specific opportunity you want to influence (this will be your “project”)
- Prepare for next steps



Item	Price
Wax	10.00
Wax & Wash	15.00
Wax & Wash & Shine	20.00
Wax & Wash & Shine & Detail	25.00
Wax & Wash & Shine & Detail & Tire Shine	30.00
Wax & Wash & Shine & Detail & Tire Shine & Wheel Polish	35.00
Wax & Wash & Shine & Detail & Tire Shine & Wheel Polish & Interior Shine	40.00
Wax & Wash & Shine & Detail & Tire Shine & Wheel Polish & Interior Shine & Exterior Shine	45.00
Wax & Wash & Shine & Detail & Tire Shine & Wheel Polish & Interior Shine & Exterior Shine & Undercarriage Wash	50.00
Wax & Wash & Shine & Detail & Tire Shine & Wheel Polish & Interior Shine & Exterior Shine & Undercarriage Wash & Engine Bay Clean	55.00
Wax & Wash & Shine & Detail & Tire Shine & Wheel Polish & Interior Shine & Exterior Shine & Undercarriage Wash & Engine Bay Clean & Headlight Polish	60.00
Wax & Wash & Shine & Detail & Tire Shine & Wheel Polish & Interior Shine & Exterior Shine & Undercarriage Wash & Engine Bay Clean & Headlight Polish & Window Tint	65.00
Wax & Wash & Shine & Detail & Tire Shine & Wheel Polish & Interior Shine & Exterior Shine & Undercarriage Wash & Engine Bay Clean & Headlight Polish & Window Tint & Mud Flaps	70.00
Wax & Wash & Shine & Detail & Tire Shine & Wheel Polish & Interior Shine & Exterior Shine & Undercarriage Wash & Engine Bay Clean & Headlight Polish & Window Tint & Mud Flaps & License Plate Frame	75.00
Wax & Wash & Shine & Detail & Tire Shine & Wheel Polish & Interior Shine & Exterior Shine & Undercarriage Wash & Engine Bay Clean & Headlight Polish & Window Tint & Mud Flaps & License Plate Frame & Car Wash	80.00

Your
comfort
zone



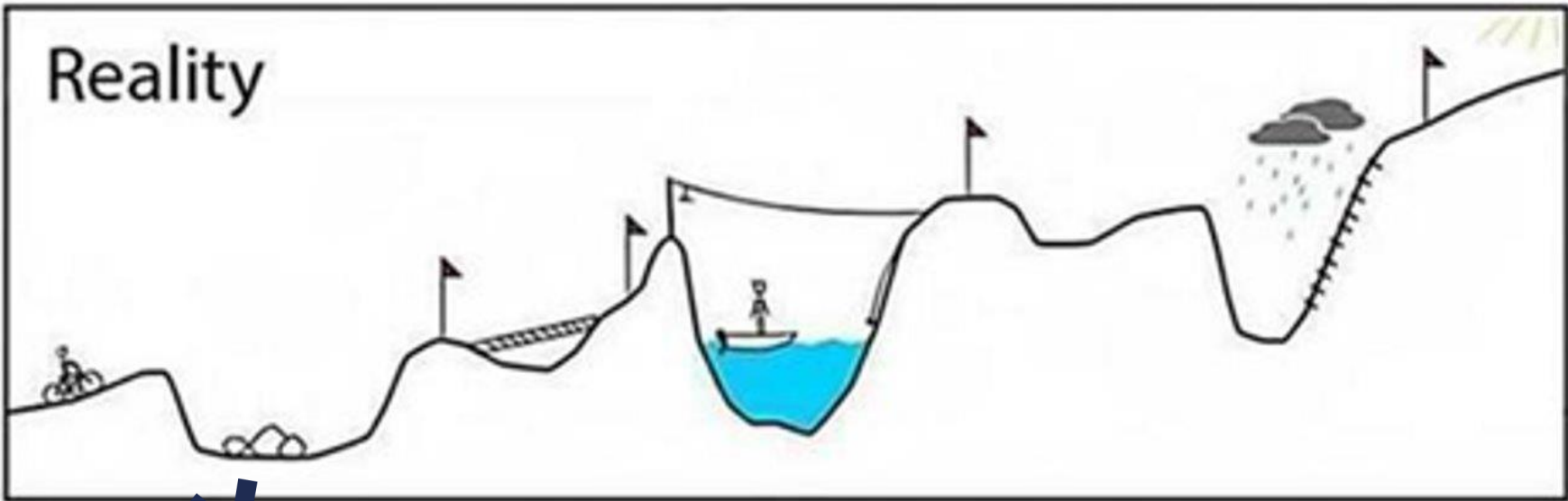
A rectangular sign with a dark brown frame is mounted on a light-colored brick wall. The sign contains three lines of text in a bold, black, sans-serif font. The text reads: "BE BRAVE ENOUGH", "TO SUCK AT", and "SOMETHING NEW." The sign is positioned in the center of the frame. In the top right corner, there is a small green plant. In the bottom left corner, there is a small white vent or grate.

**BE BRAVE ENOUGH
TO SUCK AT
SOMETHING NEW.**

Your plan



Reality



Challenge the Process MINDSET

- Be a potential spotter, rather than a problem spotter.
- See possibilities rather than inconvenience.

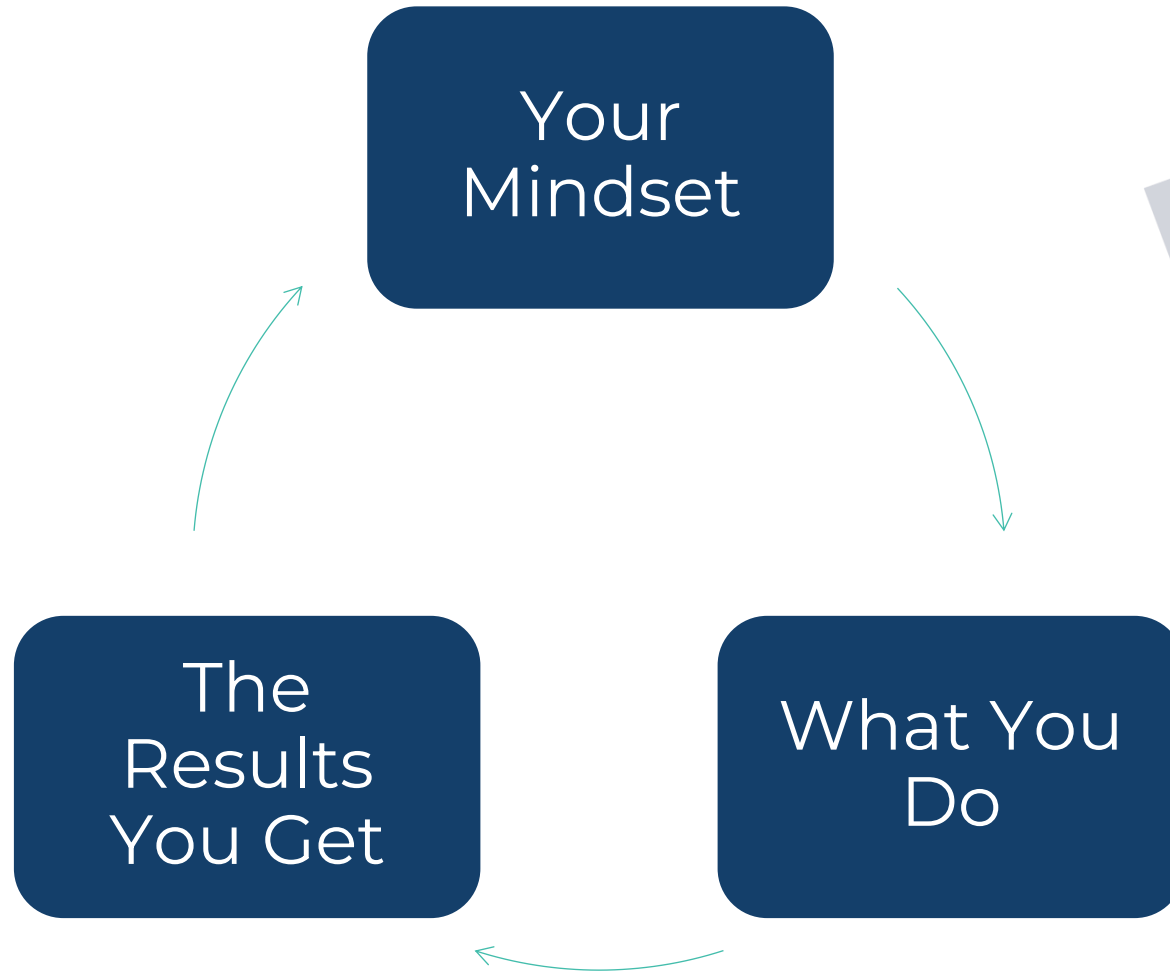
Challenge the Process: BEHAVIORS

- I seek out challenging opportunities that test my own skills and abilities.
- I challenge people to try out new and innovative ways to do their work.
- I actively search for innovative ways to improve what we do.
- I ask, “what can we learn?” when things don’t go as expected.
- I identify measurable milestones that keep projects moving forward.
- I take initiative in anticipating and responding to change.

Small Group Conversation



- How can you demonstrate the Challenge the Process behaviors more often? What impact might that have?





CURIOSITY

DEEPLY LISTEN SPEAK

UNARGUABLY

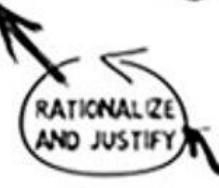
QUESTION



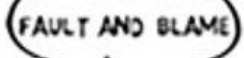
PLAY

WINNING!

COMMITTED TO BEING RIGHT DEFENSIVE CLOSED



CONTROL

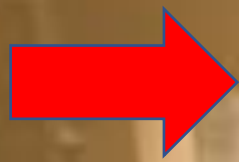




Where is your focus?
Above the Line, Below the Line.







**The eyes see what the
brain believes.**

HRD*

A LEADERSHIP DEVELOPMENT COMPANY



**What do you believe about
your leadership?**

HRD*

A LEADERSHIP DEVELOPMENT COMPANY

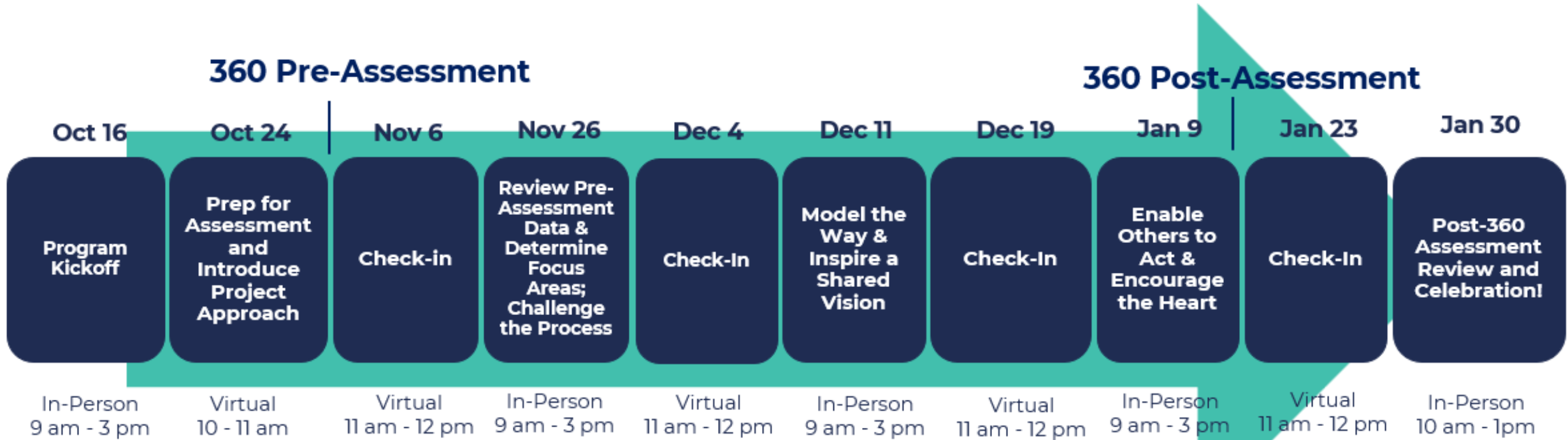
I Believe Statements . . .

1. I believe _____
2. I believe _____
3. I believe _____
4. I believe _____
5. I believe _____

Project Approach

- **Identify a community-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 today
- **Remember to ID a real problem:** As you learned in the desert, it's important to identify the RIGHT problem (NOT JUST A SYMPTOM OF THE PROBLEM) to solve AND the right strategy for that problem.

Project-Based Approach



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

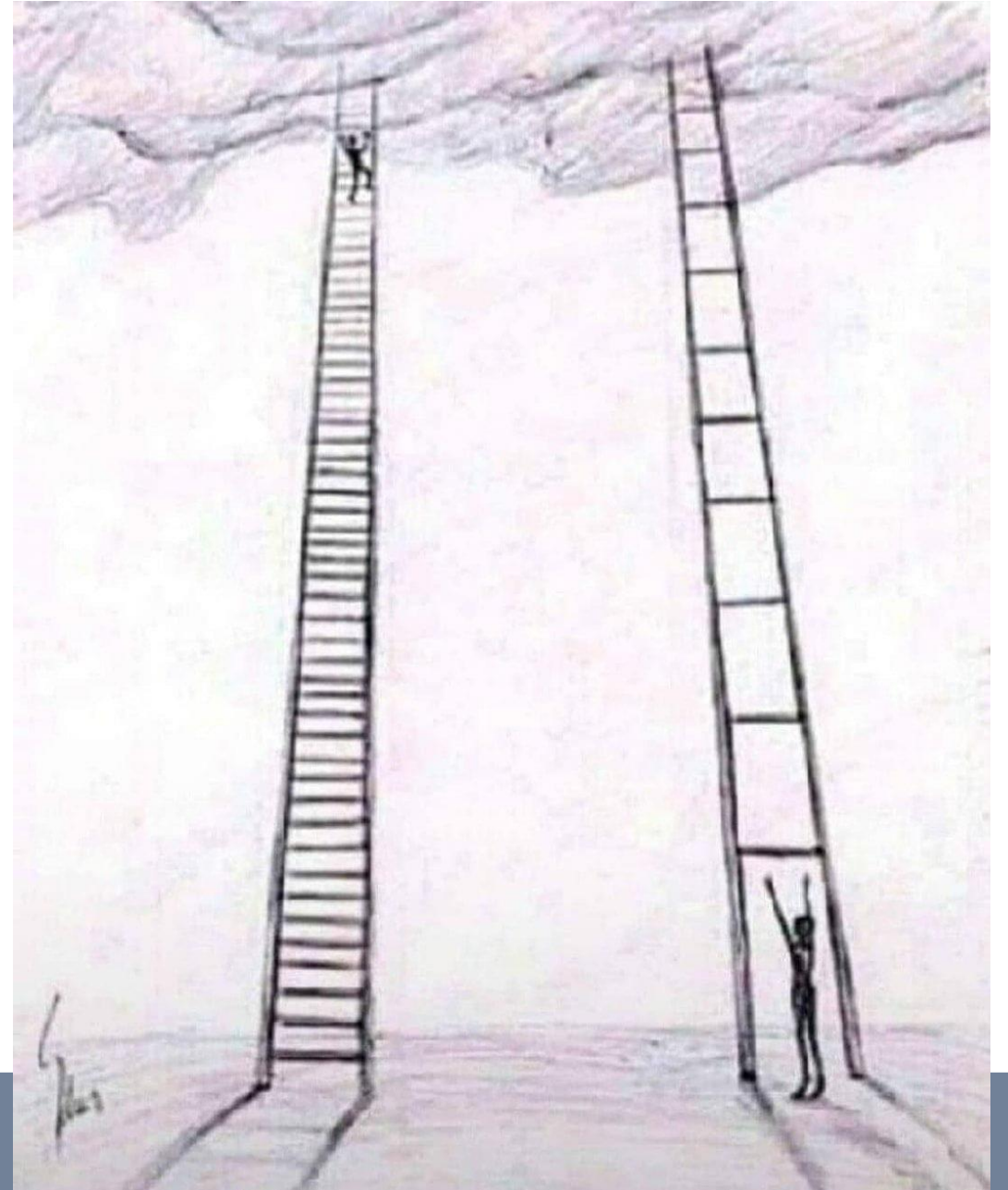
Challenge – Obstacle(s) – Small-Wins



- What are the greatest opportunities for change right now in your community?
- What needs to be challenged/put in place to move the vision forward?
- What small win actions are you committed to? And by when?

Page 110 in your workbook

Creating Small Wins is Connected to Building Trust



Key Actions for Generating Small Wins



- Break down the issue
- Keep it simple
- Do the easy parts first
- Accumulate yeses
- Experiment
- Give feedback
- Celebrate

Rules of Engagement



- No talking
- Do not show your card to anyone
- Respect your role



**“You don’t rise to the level of your goals.
You fall to the level of your habits.”**

**- James Clear
(Atomic Habits)**

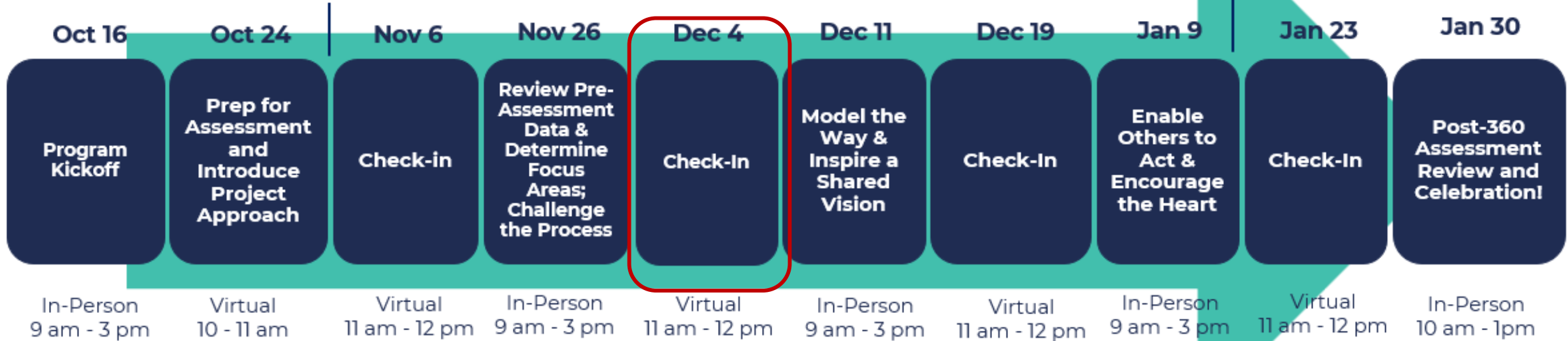
Pre-work for December 11 Workshop:

- **Project Work:** Follow through on the small win opportunities you identified (you'll provide an update during the check-in session on Dec 4).
- **Model the Way:** Based on the “I Believe” statements you created today, how would you describe your leadership philosophy? Be prepared to share on Dec 11.
- **Inspire a Shared Vision:** Answer the questions in your workbook on pages 84-86 (Ideal, Unique, Image of the Future for the Common Good).
- **Book Reading:** Read in your book, *The Leadership Challenge* – pages 29 – 136 (the chapters on Model the Way and Inspire a Shared Vision).

Our Development Process

360 Pre-Assessment

360 Post-Assessment



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