mastercard

The Leadership Challenge Program Kick-off Session

NAM Cohort 2

HRD*

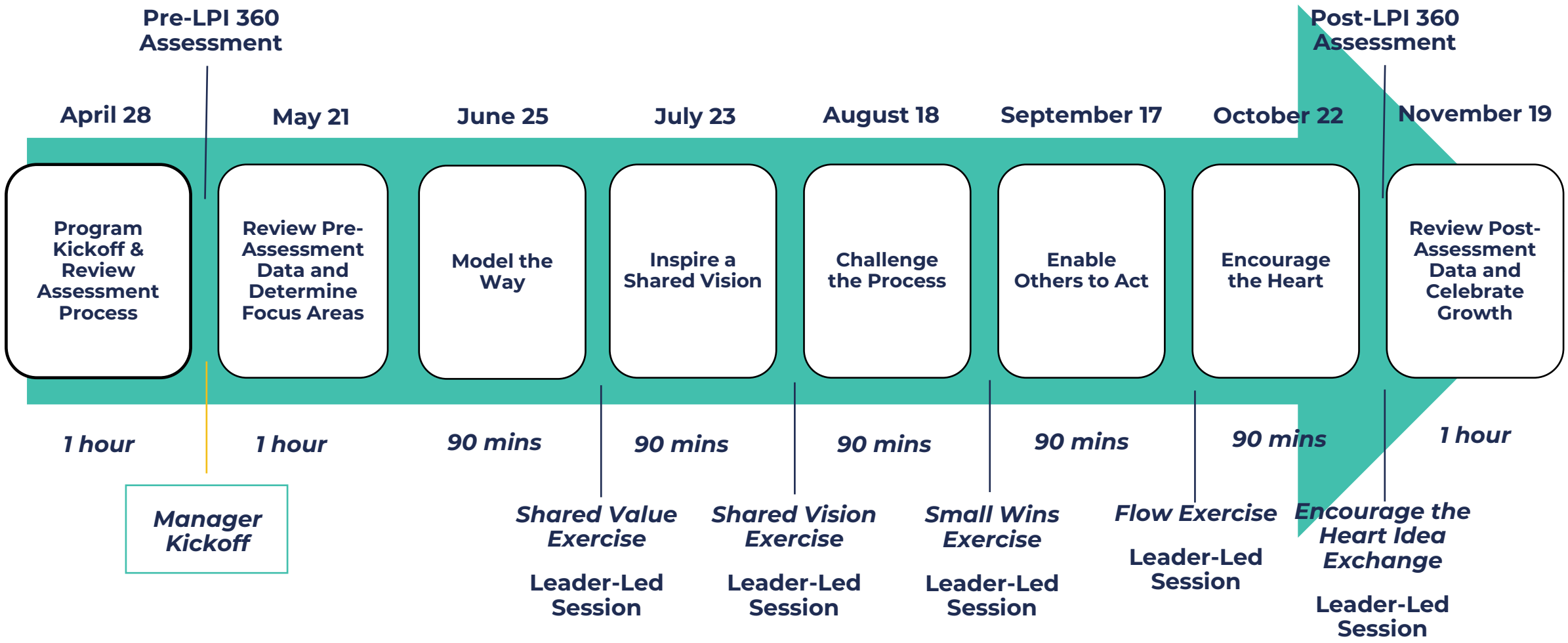
A LEADERSHIP DEVELOPMENT COMPANY

Today's Agenda

- Kickoff from your leadership - start with WHY? (program purpose and why we're doing this)
- Review our development process and ways of working
- Prepare you for the administration of the LPI (Leadership Practices Inventory)
- Review pre-work for LPI review session

ProCOM

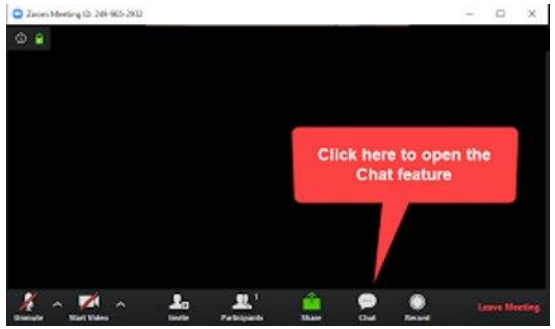
NAM 2 Development Process



Participants will also work with an accountability partner (from the cohort) and engage in application exercises throughout the process.

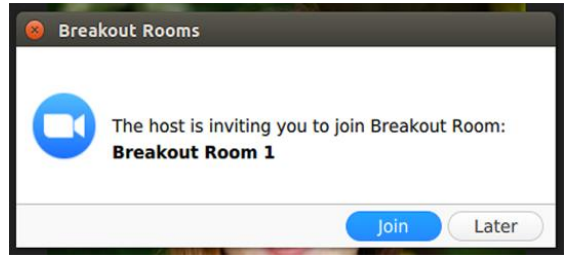
How We Will Connect…

- We will **keep our cameras on** throughout so that we can see each other and stay connected virtually.



- We will **use the chat** throughout. Please post thoughts AND questions anytime! Imagine you're sitting 1:1 with me.

- We will **use the breakout rooms**. These are small-group conversations to go deeper on specific topics.



Your Role

- Adopt a growth mindset – show up with an open mind and an open heart! This is an accepting space of non-judgment.
- 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 – complete pre-work, attend the sessions, and follow through on actions you set.

Cementing the Learning

- After each session, you will attend an **internally-led reinforcement session** with your cohort group to discuss concepts, post-work and upcoming pre-work.

- Pre-work for each Leader-Led Session

- Accountability buddy to support you throughout the process

The Leadership Challenge®
A Wiley Brand

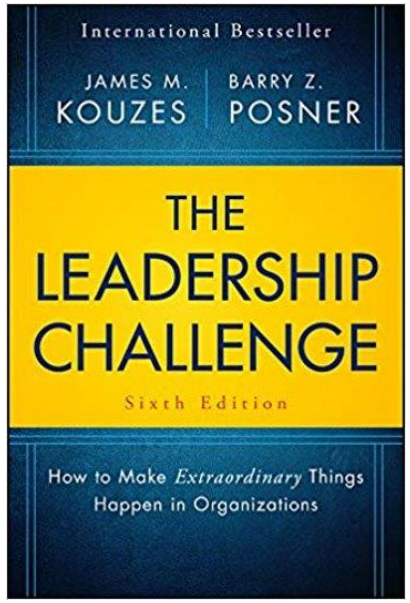
The Five Practices of Exemplary Leadership®

HRD*
A LEADERSHIP DEVELOPMENT COMPANY

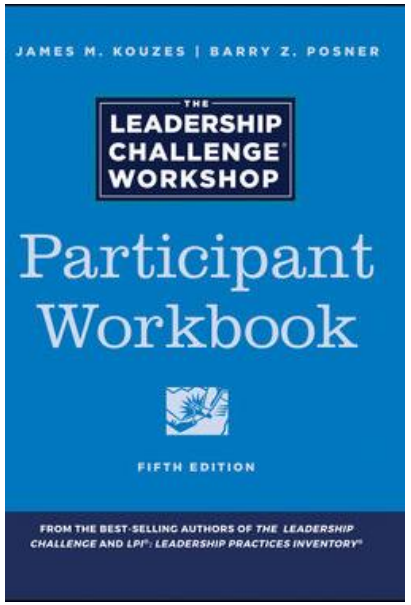
“Leadership is not about personality. **It’s about behavior.** The Five Practices are available to anyone who accepts the leadership challenge—the challenge of taking people and organizations to places they have never been before.”

- The Leadership Challenge book pg. 13

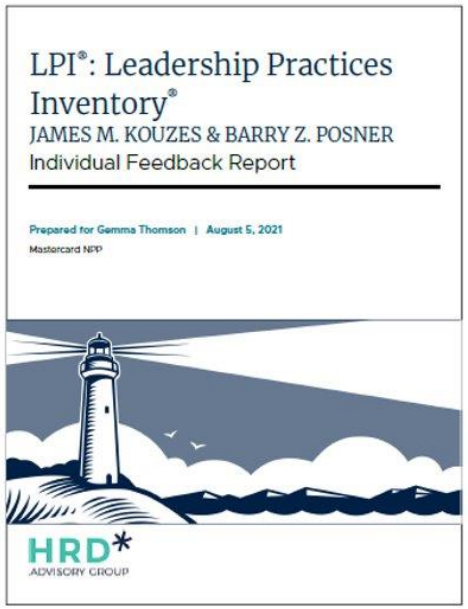
Materials We Will Use



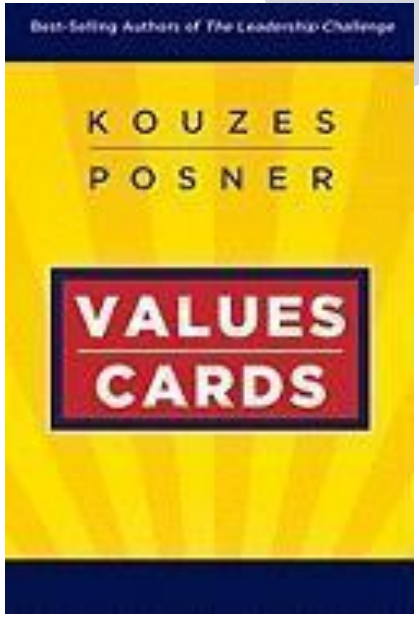
The heaviest book of all time



Workbook
****Obtain from Action Items page****



Your LPI Report



Values Cards

Additional Podcasts and/or Videos

HRD*
A LEADERSHIP DEVELOPMENT COMPANY

Your Action Items Page

HRD*
A LEADERSHIP DEVELOPMENT COMPANY

Materials We Will Use

Look for an email from HRDPrograms@hrdleadership.com

Subject line: Your E-Materials for The Leadership Challenge

Email contains the following:

- Code for your e-book
- VitalSource download directions
- PDF of your workbook
- Defining Your Values sheet

Any questions or issues, please reach out to HRDPrograms@hrdleadership.com.

How You'll Spend Your Time

Interactive Workshops

Breakout Groups in Workshops

Solo Application
podcasts, reflection, and accountability partners

HRD*
A LEADERSHIP DEVELOPMENT COMPANY

360°
FEEDBACK

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

5 Practices	30 Leadership Behaviors
Model the Way	•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.
Inspire a Shared Vision	•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.
Challenge the Process	•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.
Enable Others to Act	•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.
Encourage the Heart	•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.

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
- Direct Reports
- Coworkers
- Others

The Observer Experience . . . 15 - 20 minutes

- Note HOW OFTEN you demonstrate the 30 leadership behaviors.
- Answer three open-ended questions:
  - **What do you see as this leader's greatest strengths?**
  - **What do you see as this leader's greatest opportunities for improvement?**
  - **How would you describe this leader's impact?**

Be Thoughtful About Your Observers

- The questions to ask:
  - *Who are your key stakeholders?*
  - *Who is in the BEST position to gauge your leadership and how often you're demonstrating the 30 behaviors?*
- Select between **10** and **20** observers across all categories.
- Confirm your observers with your manager.

Be Thoughtful About Your Observers

Rater Category	Who to Select (remember select 10 – 20 total across all categories)
Manager (1-3)	The person that YOU report to directly. His or her feedback will not be anonymous.
Direct Report (2-10)	All individuals who report directly to you. If only one direct report completes the assessment, the system will automatically lump their results into the “other” category.
Coworkers (2-10)	All of your peers – the individuals who also report directly to your manager.
Others (2-5)	Other stakeholders who see you in action and are in a good position to gauge your everyday leadership—leaders in other departments, team members in your department who are not coworkers or direct reports, key customers

Send a Pre-Assessment Email to Your Observers

Subject: Request for Feedback – Leadership Practices Inventory

Hello,

I'm currently participating in a leadership re-assessment as part of my continued development. This process includes completing the Leadership Practices Inventory (LPI) 360° re-assessment, a 30-item tool that gathers feedback from others to help me reflect on my growth and changes in leadership behaviors since my initial assessment.

I've chosen you as an observer to provide honest, constructive feedback that supports my leadership growth. Below are a few key details to help guide your participation:

What is the LPI?
A 30-item leadership assessment measuring how often I demonstrate specific leadership behaviors on a 1–10 scale.

When is it due?
Please complete the assessment by **DATE.**

How long will it take?
About 10–15 minutes to complete, with an optional comments section at the end.

Will your feedback be anonymous?

- Yes, all observer feedback is anonymous.
- The only exception is the **manager's feedback, which is not anonymous**.

How Do You Complete the Assessment?
You'll receive an automated email from the LPI system (notifications@lpionline.com) with your personal link and instructions.

Anything to know before starting?

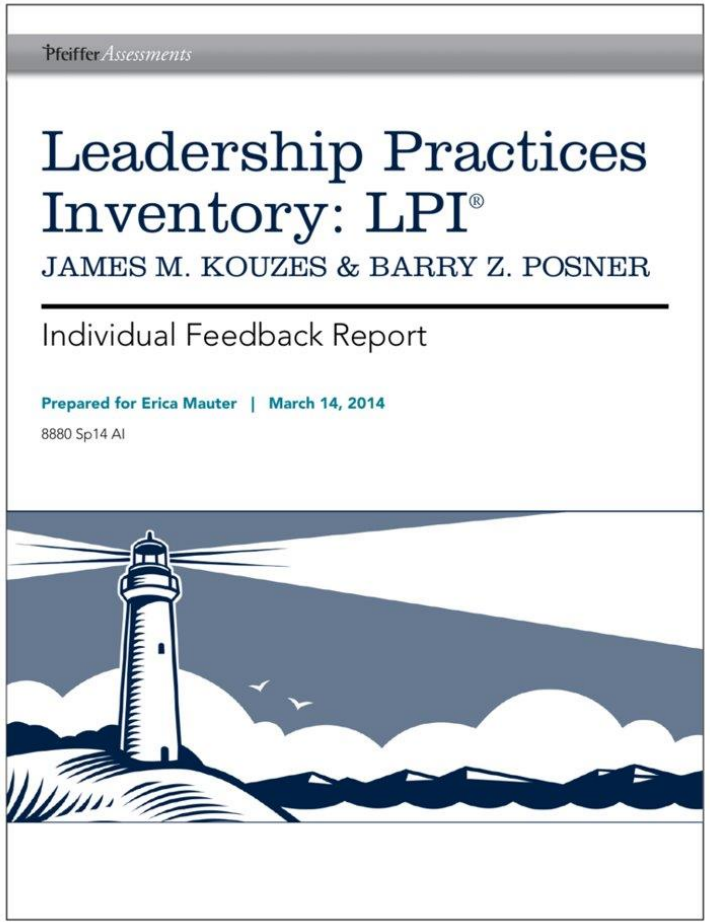
- Each question asks how often I engage in a specific leadership behavior.
- There is no "not applicable" option—all items apply to every leader.
- Please confirm you're evaluating the correct person before submitting.
- The system times out after 45 minutes—consider drafting comments elsewhere before pasting them in.

Thank you so much for your time and thoughtful feedback; it truly helps me continue growing as a leader. Please let me know if you have any questions!

HRD*
A LEADERSHIP DEVELOPMENT COMPANY

Individual Feedback Report

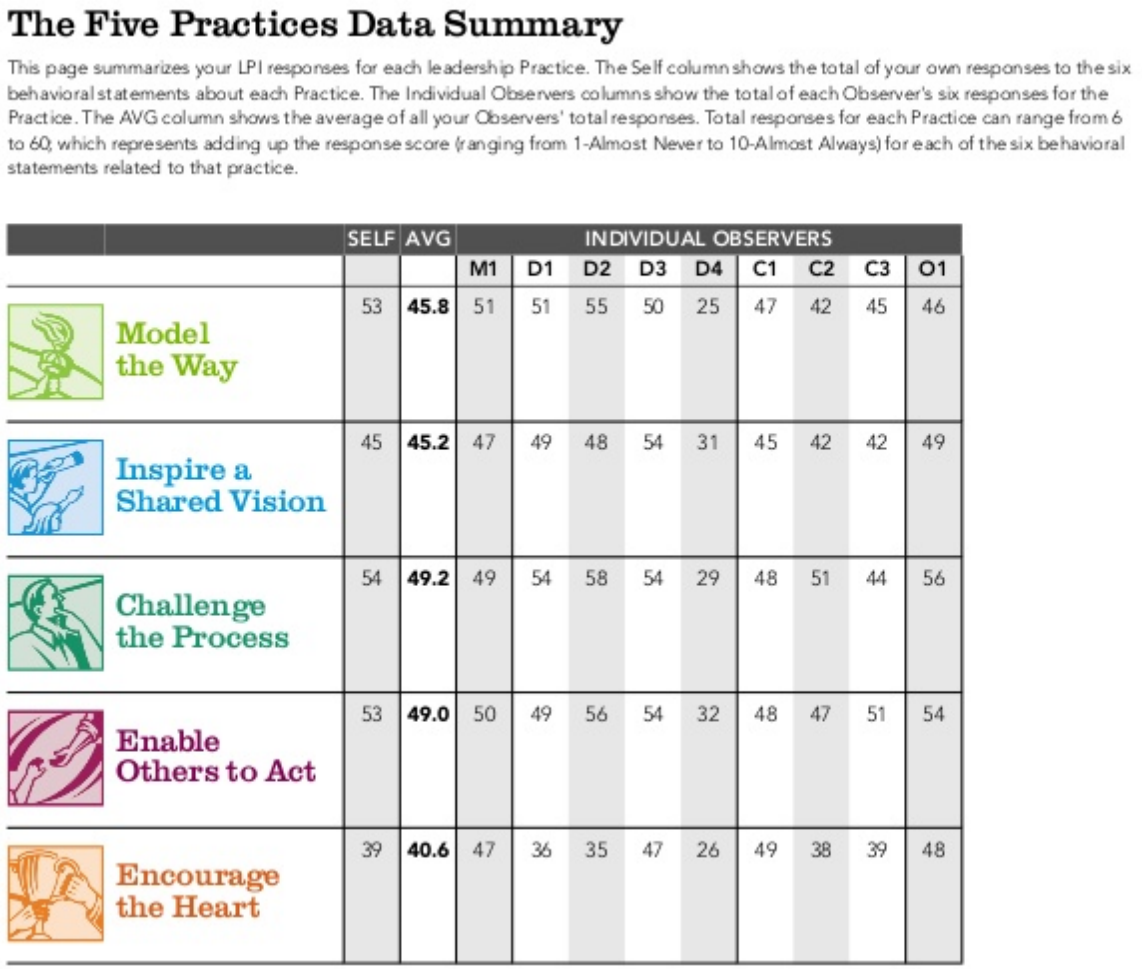
- Customized for you
- 25+ page report
- Provides summary and breakdown of each practice area
- Provides open-ended feedback
- Provides normative data



HRD*
A LEADERSHIP DEVELOPMENT COMPANY

Example of Summary Page in LPI 360 Report

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



The Five Practices Data Summary

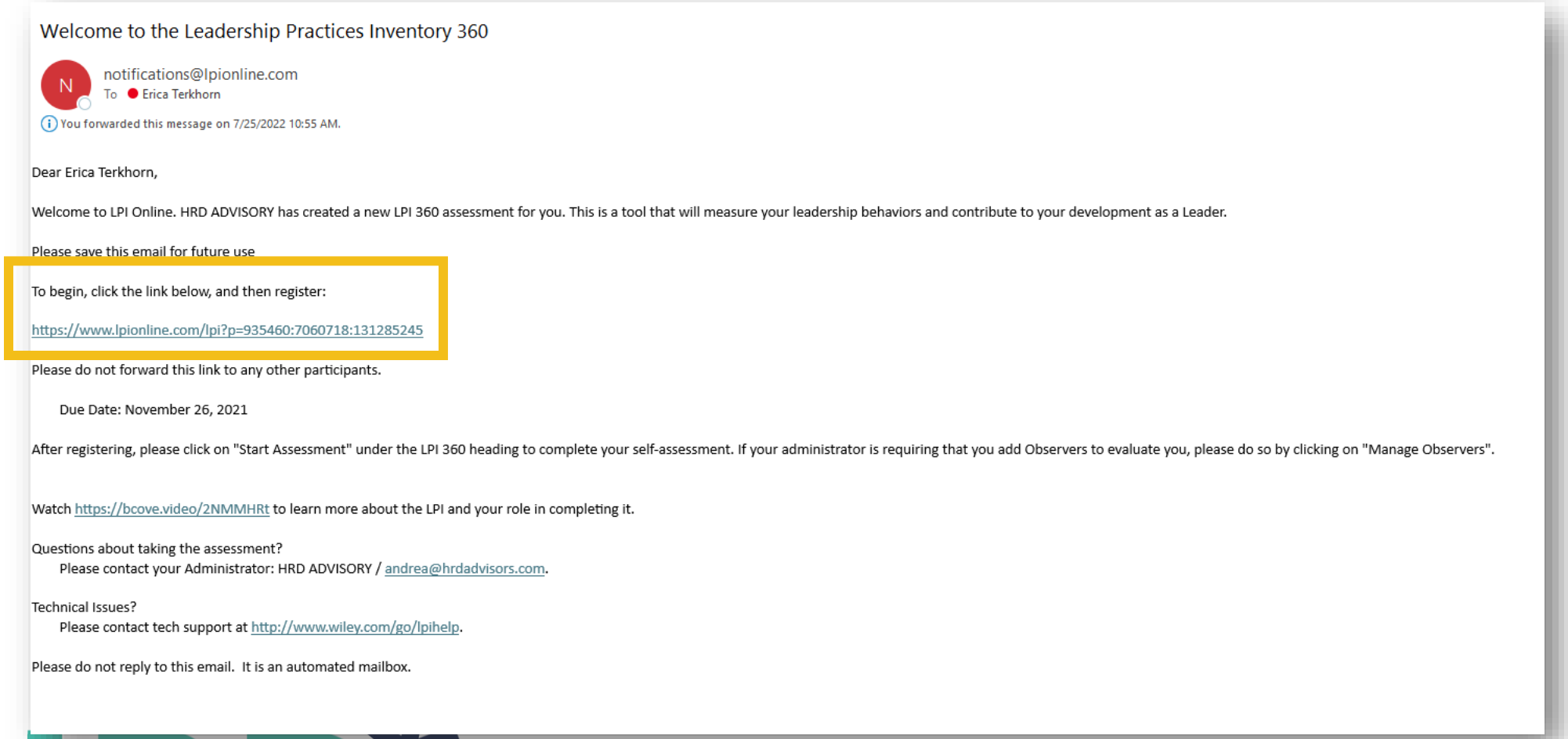
This page summarizes your LPI responses for each leadership Practice. The Self column shows the total of your own responses to the six behavioral statements about each Practice. The Individual Observers columns show the total of each Observer's six responses for the Practice. The AVG column shows the 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
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	**49.2**	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

HRD*
A LEADERSHIP DEVELOPMENT COMPANY

5 Practices	30 Leadership Behaviors
Model the Way	•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.
Inspire a Shared Vision	•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.
Challenge the Process	•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.
Enable Others to Act	•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.
Encourage the Heart	•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.

Welcome to the Leadership Practices Inventory



Welcome to the Leadership Practices Inventory 360

notifications@lpionline.com
To Erica Terkhorn

You forwarded this message on 7/25/2022 10:55 AM.

Dear Erica Terkhorn,

Welcome to LPI Online. HRD ADVISORY has created a new LPI 360 assessment for you. This is a tool that will measure your leadership behaviors and contribute to your development as a Leader.

Please save this email for future use

To begin, click the link below, and then register:

https://www.lpionline.com/lpi?p=935460:7060718:131285245

Please do not forward this link to any other participants.

Due Date: November 26, 2021

After registering, please click on "Start Assessment" under the LPI 360 heading to complete your self-assessment. If your administrator is requiring that you add Observers to evaluate you, please do so by clicking on "Manage Observers".

Watch https://bcove.video/2NMMHRt to learn more about the LPI and your role in completing it.

Questions about taking the assessment?
Please contact your Administrator: HRD ADVISORY / andrea@hrdadvisors.com.

Technical Issues?
Please contact tech support at http://www.wiley.com/go/lpihelp.

Please do not reply to this email. It is an automated mailbox.

HRD*
A LEADERSHIP DEVELOPMENT COMPANY

Let’s Enter Your Observers!

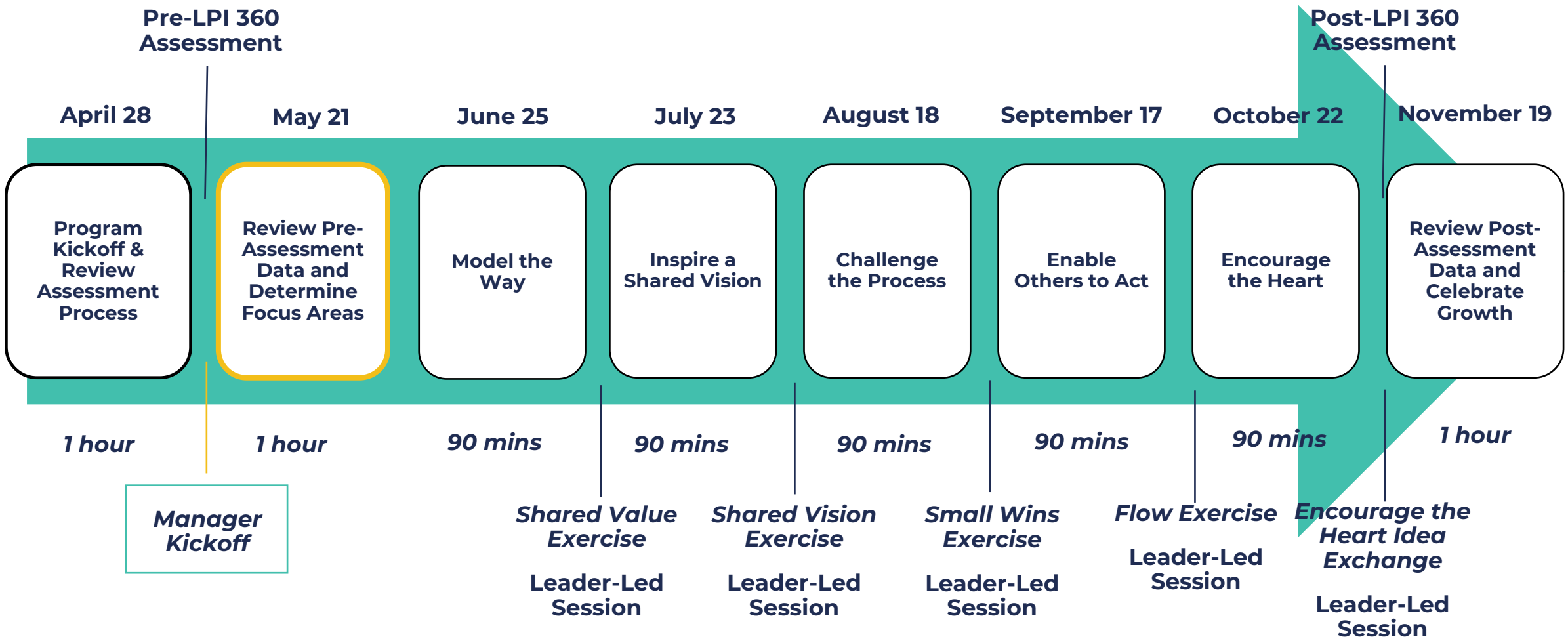
Your Next Steps

Date	Action and Timing
Completed	• Confirm your observers with your manager. • Use the example email verbiage to send your observers a “heads-up” that they will receive their link to rate you soon.
4/23	You received your Leadership Practices Inventory (LPI) 360 assessment from notifications@lpionline.com.
4/28 (Today)	Upload your observers into the LPI system during our kickoff workshop.
5/11	LPI assessment due (you and your observers)
5/12	You will receive your confidential report from hrdprograms@hrdleadership.com.
Before 5/14	Review your report, noting your highest- and lowest-scored practice areas. Take note of any important takeaways or questions about your report.

Pre-Work for LPI Review Session

- Review your individual LPI report.
  - Identify your highest- and lowest-scored practice areas.
  - Take note of any important takeaways or questions about your report.
- Read chapters 1 and 2 in the book, *The Leadership Challenge*.
- Listen to the *Coaching for Leaders* podcast Episode 341: How to Process Your 360 Feedback, With Tom Henschel.
  - What was your primary takeaway from the podcast regarding how best to process your 360 feedback?
  - What are the main themes from your 360 feedback?

NAM 2 Development Process



HBB**

Participants will also work with an accountability partner (from the cohort) and engage in application exercises throughout the process.

QUESTIONS?

HRD*
A LEADERSHIP DEVELOPMENT COMPANY

THE
JOURNEY
IS ON