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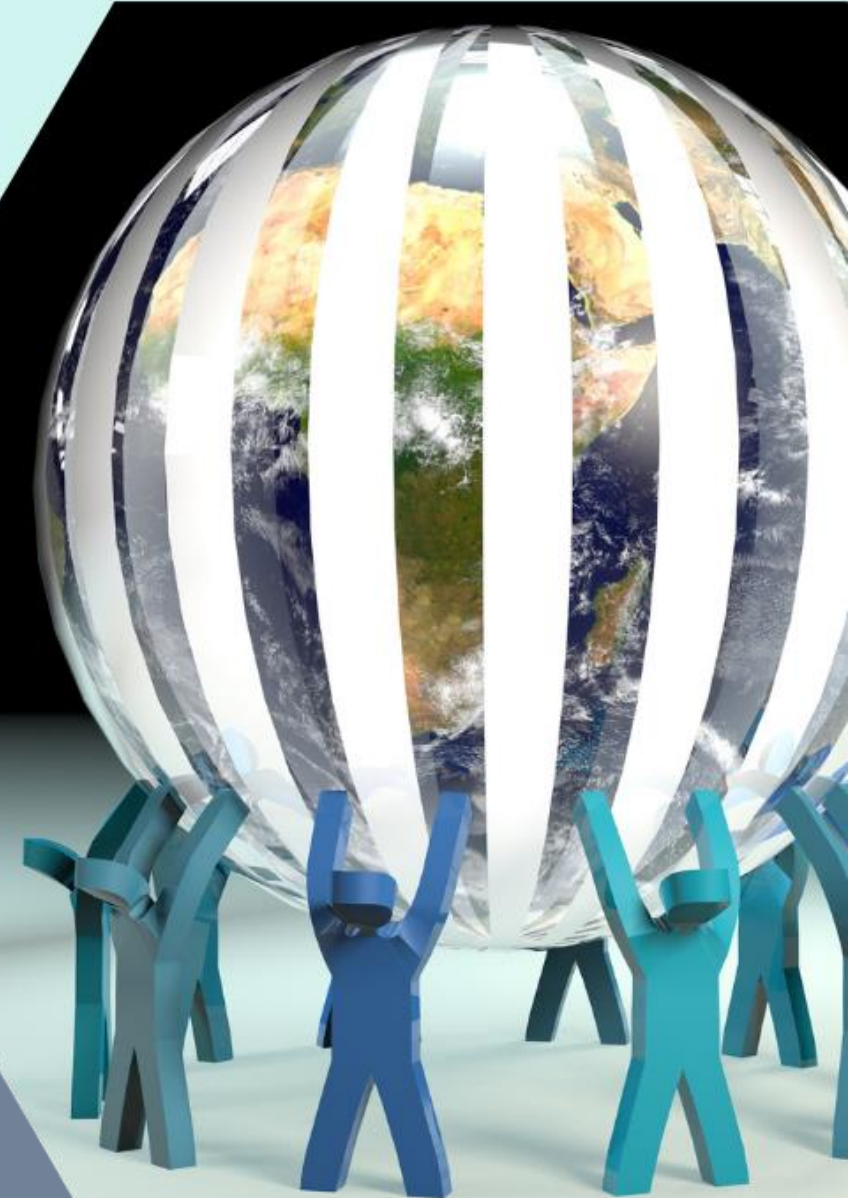
The Leadership Challenge Program

Challenge the Process

NAM 1



A LEADERSHIP DEVELOPMENT COMPANY

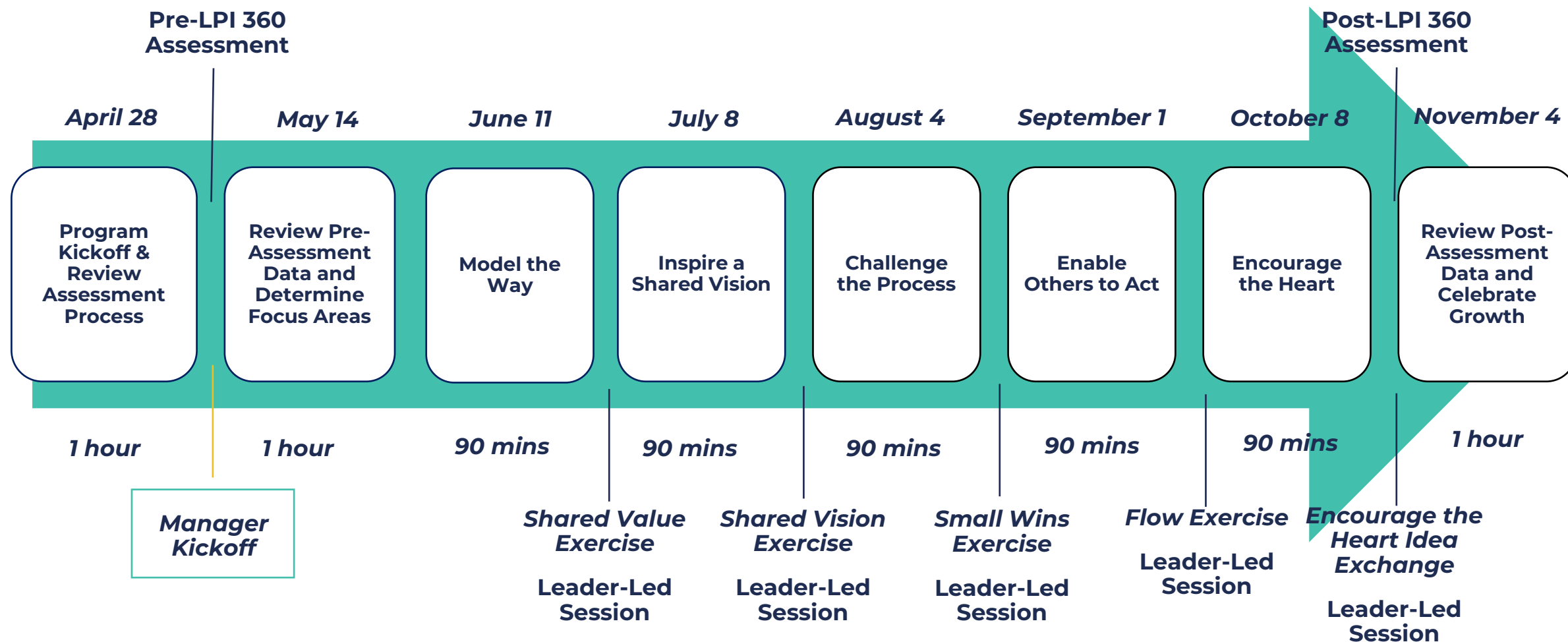


Ice Breaker

Put your answer in the **chat**:

What's something you've changed your mind about
in the last few years?

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Your Action Items for Today

- ❑ **Finalize** your Vision Statement.
- ❑ **With your Accountability Groups, discuss:** Where can you find opportunities to communicate your vision more often? (Be prepared to report back in our next workshop!)
- ❑ **Share your vision with members of your team! Get their feedback.**
- ❑ Read the Challenge the Process chapters in your *Leadership Challenge* book.

Large-Group Discussion

- Where did you determine that you can you find opportunities to communicate your vision more often?
- When you shared your vision with your team, what were their reactions or questions?

Challenge the Process – Objectives:

- ☐ Search for opportunities to change and improve
- ☐ Take incremental steps in applying new and innovative solutions.
- ☐ Experiment with innovative ideas and learn from accompanying mistakes

My Challenge the Process Feedback

- ☐ Use the chart to plot your Self & Observer scores for each behavior in this practice.
- ☐ Place a “check” next to the behavior you want to focus on from this practice area.
- ☐ Add your initial reactions in space provided on P. 99 of the participant guide

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.

Innovation is All Around

Innovators (of new businesses, products, and processes) spend almost **50%** more time trying to think differently compared to non-innovators.

-Harvard Business Review

**What percentage of your time do you spend
intentionally trying to think differently?**

Match the Product to its Inspiration Source

Product	My Guess	Inspiration Source
FedEx		A. College game using pie tins
Frisbee		B. Farm Implements
Hacky Sack		C. Better bookmark for church hymnal
Martial Arts Weapons		D. Burrs stuck to a pair of pants
Masking Tape		E. A way to exercise after a knee surgery
Posts-it-notes		F. Fish hook caught in a net
Velcro		G. Observing auto painters painting two-tone cars
		H. How artists painted over their mistakes
		I. A spouse cutting her fingers
		J. Math class in Topology



Innovation Trivia – Answer Key

Product	My Guess	Inspiration Source
FedEx	J	A. College game using pie tins
Frisbee	A	B. Farm Implements
Hacky Sack	E	C. Better bookmark for church hymnal
Martial Arts Weapons	B	D. Burrs stuck to a pair of pants
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		H. How artist's painted over their mistakes
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Outsight

“A desk is a dangerous place from which to watch the world.”

-John le Carre

Use Outsight

Take 3 minutes to write down a challenge you are currently facing.

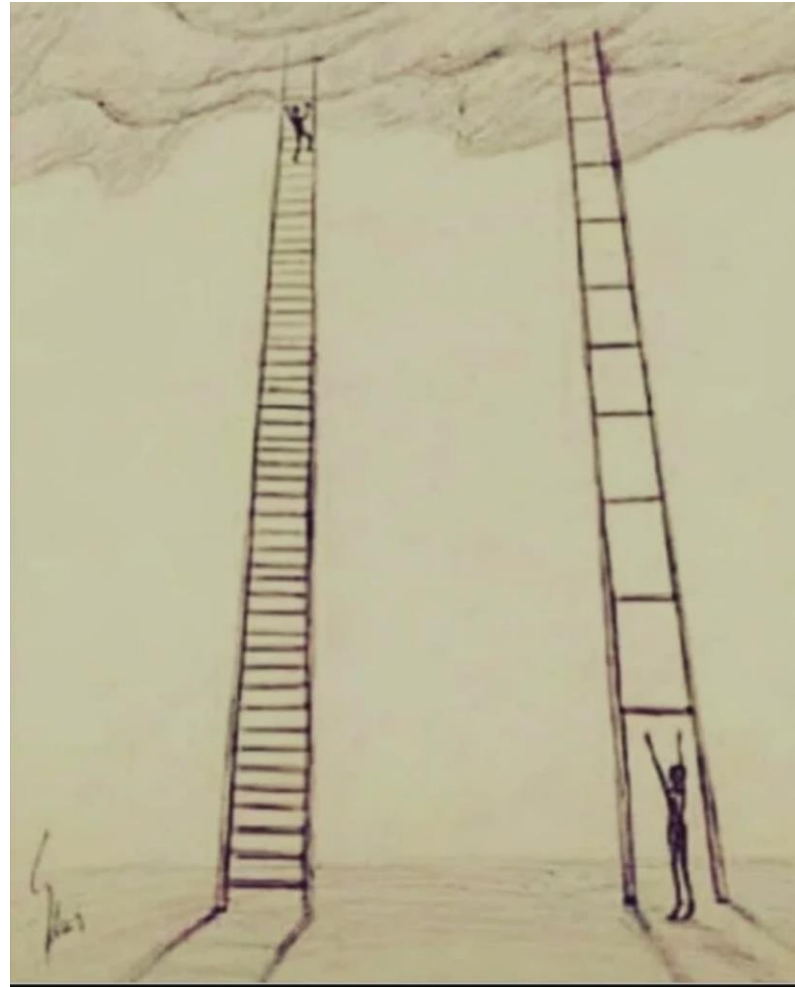


Use Outsight

- Designate a **timekeeper** for your group!
- One at a time, **briefly** describe a current challenge (2 mins. MAX). This includes time for any questions your group may have.
- Then, for 3 mins., your role is to **listen** and **write down** your group's suggestions. **Do not respond.**
- Once the timer is set, brainstorm as many things as you can think of that the leader could do to find ideas for addressing his or her challenge.
- Repeat the process for each person.



Building Challenge Momentum



Creating Small Wins is Connected to Building Trust

Key Actions for Generating Small Wins

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

One Step at a Time

- Fill out the chart on p. 110 using the challenge from Outsight.
- Think about:
 - ▣ What part do you play/what can you control?
 - ▣ What do you want to accomplish?
 - ▣ What systems/processes need to be challenged?
 - ▣ Who can support you in influencing this challenge?

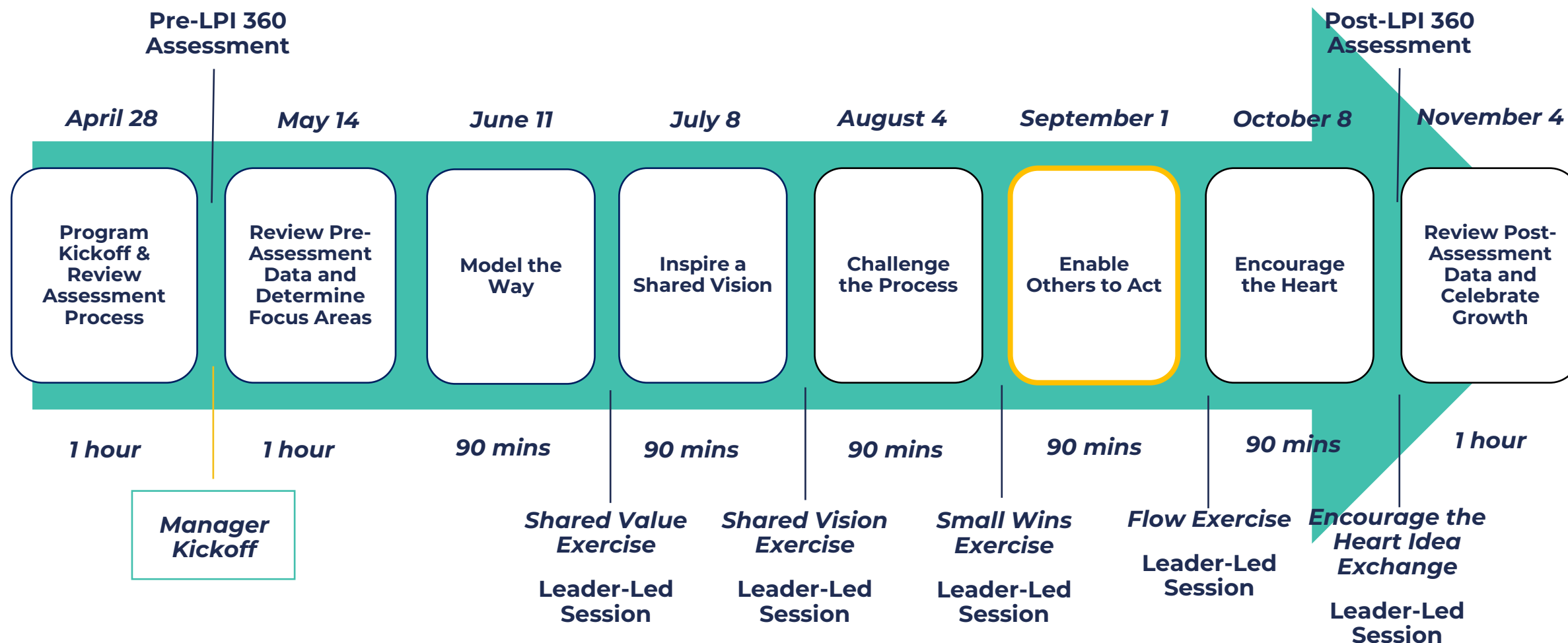


Your Next Steps

- **Read:** Enable Others to Act chapters in The Leadership Challenge
- **Do:** Complete the One Step at a Time chart on p. 110 of your workbook AND execute one of the “Small Wins” you identified on that chart.
- **Listen:** Listen to the Leadership 480 podcast, episode title, “[How Leaders Drive Innovation.](#)”
- **Meet:** With your accountability partner, discuss the following questions:
 - Danny Gandara notes that innovation is iterative. How does this connect to small wins?
 - He also asserts that creativity is a skill that comes in many forms and can be developed. How does this connect to trust?
 - Share any other valuable takeaways from the podcast.



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Questions?

