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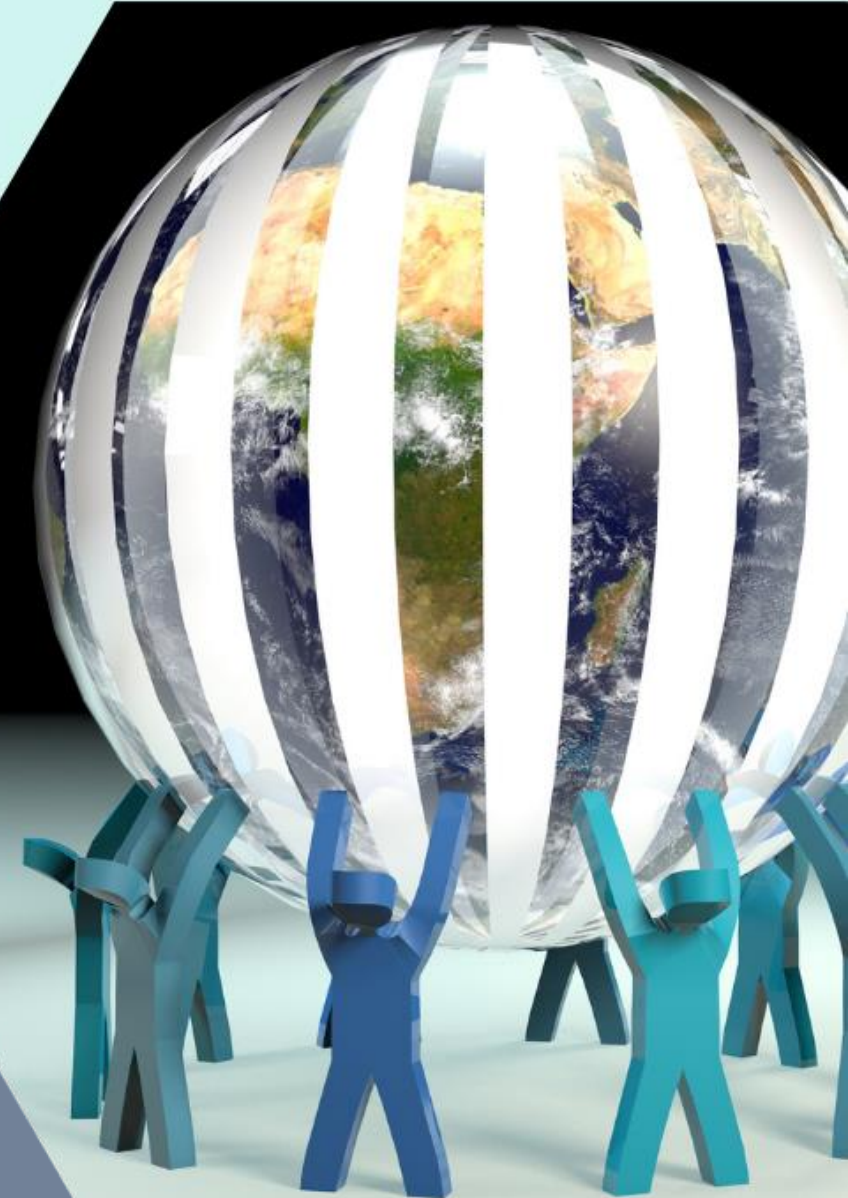
The Leadership Challenge Program

Challenge the Process

NAM- 2



A LEADERSHIP DEVELOPMENT COMPANY

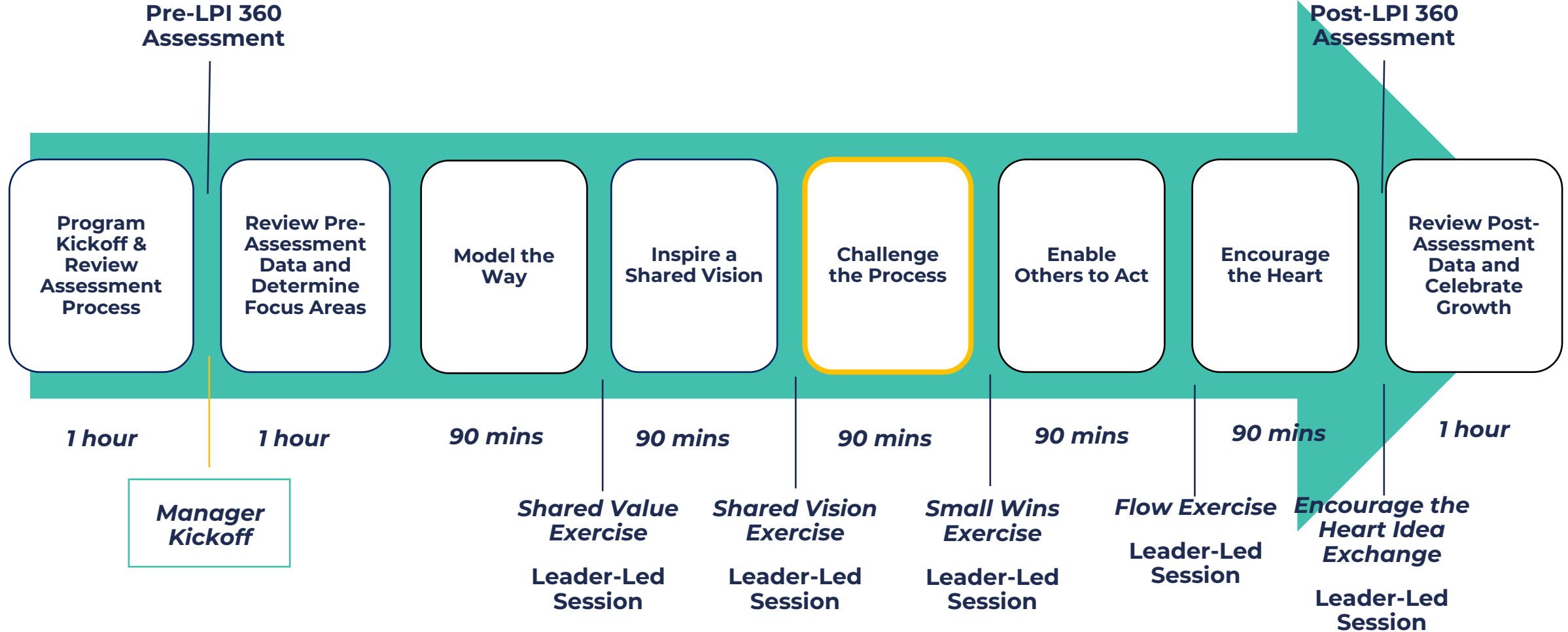


Ice Breaker

Put your answer in the **chat**:

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

Development Process



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.

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?**

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.

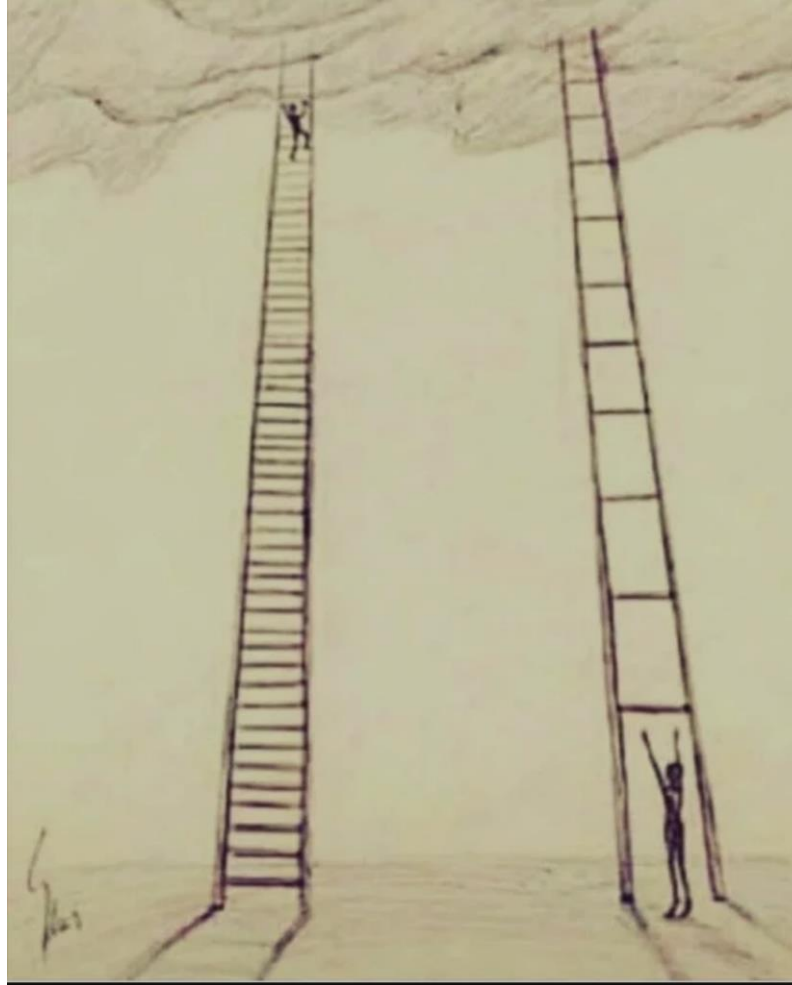


Use Outsight

- 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.

Development Process

