



“All leaders are born,  
but exemplary leaders  
are made”

# Are leaders born or made?

The answer? Both. Naturally, they are born, and every day they are made. And, they can be made better. That's because leadership is an observable set of skills and abilities that can be measured and learned. In fact, leadership development is really self-development. It is a lifelong learning journey.





# Leadership Matters

## IT'S EVERYONE'S BUSINESS!

Simply put, every day leaders achieve the extraordinary. Over 30 years ago, Jim Kouzes and Barry Posner set out to discover exactly how ordinary people accomplish great things. In fact, they wrote the book that has stood the test of time to become the modern classic on leadership. More than 1.5 million people worldwide have read their BusinessWeek bestseller, *The Leadership Challenge*®. This groundbreaking book and the assessment tool that followed, *The Leadership Practices Inventory (LPI)*, are even more relevant today.

Consider the new leadership context: Heightened uncertainty around the world and a dramatically changing workforce. Even more connectedness—with access to information just a keystroke away. Social capital has replaced intellectual capital as the new currency. And finally, we live in a hurry-up culture, where the speed and rate of change can be frenetic. But one thing has remained the same. The need for competent and trustworthy leaders. It's what the tools and resources of *The Leadership Challenge*® and *The Five Practices of Exemplary Leadership*® are all about. Within each of us, we can discover the power to lead.

## WHAT ARE THE BENEFITS?

Leaders who practice exemplary leadership are more effective in meeting job-related demands and more successful in representing their groups to upper management. They create higher performing teams and foster renewed loyalty and commitment. They increase motivational levels and willingness to work hard. They reduce absenteeism and turnover. They encourage personal credibility and ethical behavior. But best of all, they inspire the people they work with and those people are, in turn, more committed, excited, energized, influential, and empowered. They will exert a positive influence on everyone in your organization. So you see, leadership really is everybody's business. And it does matter.

## TO LEARN MORE

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# Putting Leadership into Practice

## THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP: AN EVIDENCE-BASED MODEL

Leaders at their personal best. This is what the authors focused on to better understand the characteristics common to extraordinary leadership achievements. After conducting hundreds of interviews, analyzing thousands of case histories, and reviewing hundreds of thousands of survey questions, they discovered that leaders at all levels have similar patterns of behavior. In fact, they found that leadership is not at all about personality: it's about practice. When getting extraordinary things done in organizations, leaders engage in *The Five Practices of Exemplary Leadership*®, and these Five Practices are available to anyone, in any organization, who accepts the leadership challenge.

## MEASURING THE FIVE PRACTICES

Kouzes and Posner believe that those best at leading are the best at learning, and one important way to learn is by receiving regular feedback. That's why they created *The Leadership Practices Inventory* (LPI): to enable your leaders to be the best they can be and continually improve their leadership skills. Used by more than 3 million people worldwide, this 360-degree assessment tool is part of the pre-work that participants complete before *The Leadership Challenge*® *Workshop*—or it can be used as part of an existing leadership development program. It approaches leadership as a measurable, learnable, and teachable set of behaviors, and helps individuals and organizations like yours measure leadership competencies, while guiding you through the process of applying *The Five Practices of Exemplary Leadership*® model to real-life organizational challenges.

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# Leaders

If you're anything like the thousands of individuals and organizations that have experienced the program, you too will have a leadership story to tell. Seldom do the stories sound like textbook management case studies, but rather they are often tales of personal transformation and bold action. We've highlighted some leadership stories in this brochure that we know you'll find inspiring.

# The Five Practices of Exemplary Leadership

1

MODEL  
THE WAY



**1.** Clarify values by finding your voice and affirming shared ideals.

**2.** Set the example by aligning actions with shared values.

2

INSPIRE  
A SHARED VISION



**3.** Envision the future by imagining exciting and ennobling possibilities.

**4.** Enlist others in a common vision by appealing to shared aspirations.

3

**CHALLENGE  
THE PROCESS**



**5.** Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.

**6.** Experiment and take risks by constantly generating small wins and learning from experience.

4

**ENABLE  
OTHERS TO ACT**



**7.** Foster collaboration by building trust and facilitating relationships.

**8.** Strengthen others by increasing self-determination and developing competence.

5

**ENCOURAGE  
THE HEART**



**9.** Recognize contributions by showing appreciation for individual excellence.

**10.** Celebrate the values and victories by creating a spirit of community.

# 1 Model the Way

“Leaders like Sahira tend to focus on values...and she has got one of the strongest work ethics I’ve ever seen”

When Sahira Abdool was promoted to Director and Chief Clerk of the Houston Municipal Courts Administration Department, she faced major challenges. The organization was mired in top-down management and staff moral was at an all time low. A production-only environment yielded only negligible results. Sahira took on the assignment with a focus on optimizing the organization through values, vision, and shared aspirations. She set the example from the top and the results have been very impressive in a short period of time.

**SAHIRA ABDOOL**

*DIRECTOR AND CHIEF CLERK, HOUSTON MUNICIPAL COURT, HOUSTON, TEXAS*





## 2 Inspire a Shared Vision

“What we want to do most at Opportunity Impact is really open the doors for children to design and believe in and create their own future”

Emily LoSavio left a career in the insurance industry to pursue her personal vision of service to underprivileged children. Based on her own upbringing, she was committed to this kind of public service. She was able to share her vision for these children with others and secure funding for Opportunity Impact, an after-school program for youngsters who reside in public housing. Through academic support, coaching, and enrichment activities, Emily and her colleagues encourage the children to achieve a vision of their own long-term success.

**EMILY LOSAVIO**

*FOUNDER AND EXECUTIVE DIRECTOR, OPPORTUNITY IMPACT, SAN FRANCISCO, CALIFORNIA*



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### 3 Challenge the Process

“I had a vision for where I wanted the stores to go, and I wanted technology to start playing a very large role in that”

Genesco, Inc., a retail organization, sought a new Chief Information Officer for their shared services Information Technology (IT) function. The challenge was to leverage economies of scale while providing specific, tailored technological solutions to unique and independent business segments. Jeff was able to align the business and IT, change the functional silo way of operating, and get the various departments working together toward a common purpose. As a result, the team was able to accomplish more than they had previously thought possible.

**JEFF ORTON**

*CIO AND CHIEF LOGISTICS OFFICER, GENESCO, INC. NASHVILLE, TENNESSEE*



## 4 Enable Others to Act

“If you don’t know, you can’t do better”

He grew up in the ghetto of Los Angeles. Intrigued by a “guy in a suit” who was “making money legally,” he became an entrepreneur at an early age. He realized the important of understanding the world of finance in order to succeed and he later founded Operation Hope as a beginning of his life-long effort to give back to his community. The organization offers internet access, loans, and financial literacy training to enable citizens to develop businesses and function economically in the world.

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**JOHN HOPE BRYANT**

*FOUNDER AND CEO, OPERATION HOPE, LOS ANGELES, CALIFORNIA*



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## 5 Encourage the Heart

“At the store level, we celebrate on a daily basis”

Tom Johnson has worked in retail for many years. He chose to modify his leadership style after attending a Leadership Challenge Workshop many years ago. The environment that Tom and his leadership teammates have created at Aéropostale is very much a “spirit of community.” The involvement of all team members is supported by information, communication, and systems that are clearly tied to the focus on organizational success and extraordinary business results.

**TOM JOHNSON**

CO-CEO, AÉROPOSTALE, NEW YORK, NEW YORK





# The Leadership Challenge Experience

## MORE THAN A TRAINING EVENT, A LIFE CHANGING EXPERIENCE

Leadership is a lifelong journey, and a life-changing one as well. *The Leadership Challenge*® is a unique, intensive program that has served as a catalyst for profound leadership transformations for individuals within organizations of all sizes and industries. It's about cultivating relationships with those who aspire to lead, and those who choose to follow. Whether the relationship is one-to-one, or one-to many, leadership is a relationship.

## THE TOOLS AND RESOURCES OF THE LEADERSHIP CHALLENGE

To help nurture those relationships, we provide a range of tools and resources. *The Leadership Challenge*® *Workshop* is a highly interactive, multimedia-designed learning experience that features modular, customizable program options. It consists of books, a 360-degree assessment, mini-lectures, video case studies, problem-solving tasks and discussion topics, experiential learning activities, and self-development tools. Our *Leadership Practices Inventory* (LPI) Online offers you a more automated, less labor-intensive way to administer the LPI. We even have train-the-trainer events and experienced facilitators ready to help you deliver the best leadership workshop experience possible.

## LEADERS ARE THE FUTURE

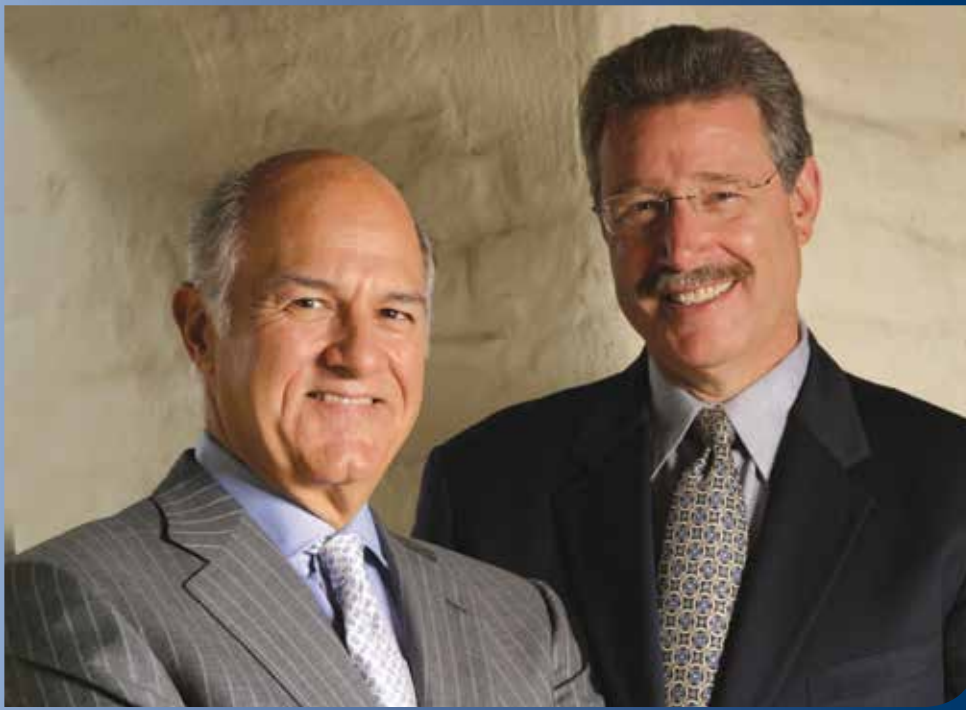
Leaders do come from all walks of life. What Kouzes and Posner discovered, and rediscovered through their extensive research is that people can make extraordinary things happen by liberating the leader within. What will your leaders do for your organization today, and tomorrow? Will they Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart? You'll never know if you don't get started on your leadership journey today.

**FlashPoint.**  
LEADERSHIP CONSULTING

#1 Global Provider, The Leadership Challenge®

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James Kouzes is the Dean's Executive Fellow of Leadership, Leavey School of Business at Santa Clara University, and lectures on leadership around the world to corporations, governments, and nonprofits.

Barry Posner is Accolti Professor of Leadership and former Dean (1997-2009) of the Leavey School of Business, Santa Clara University. An accomplished scholar, he also provides leadership workshops and seminars around the world.

Kouzes and Posner are the authors of *Credibility, The Truth About Leadership*, *A Leader's Legacy*, *Encouraging the Heart*, and *The Student Leadership Challenge*, among many other works. They also developed the highly acclaimed Leadership Practices Inventory (LPI).

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# FlashPoint.

LEADERSHIP CONSULTING

## LEADERSHIP IS LEARNED.

As the #1 Provider of The Leadership Challenge<sup>®</sup>, FlashPoint has a proven record of delivering rigorous and engaging content that benefits leaders and their organizations for years to come.

FlashPoint offers a variety of options to support your organization with The Leadership Challenge<sup>®</sup>:

- In-Organization Solutions
- Public Workshops
- Emerging Leader Programs
- LPI<sup>®</sup> Coaching
- Materials and Assessments
- Facilitator Training
- Digital Reinforcement
- LPI<sup>®</sup> Coach Certificate Program

*“FlashPoint is steadfastly committed to making The Leadership Challenge<sup>®</sup> the best leadership development process you’ll ever experience. I know that FlashPoint will be your ideal business partner, and I recommend them with complete trust and confidence.”*

*—Jim Kouzes, Co-author,  
The Leadership Challenge*

## LEARN MORE ABOUT HOW WE CAN HELP.



LEADERSHIP DEVELOPMENT



TEAM EFFECTIVENESS



COACHING

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AND GET STARTED**

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