

THE BUSINESS CASE FOR THE LEADERSHIP CHALLENGE®

*Enhancing leadership development in your
organization with The Leadership Challenge®*

OVERVIEW

Employee Engagement Starts With Leaders

Everyone's talking about employee engagement these days, but three decades of ongoing research by The Leadership Challenge® authors Jim Kouzes and Barry Posner show:

- 1 *Leadership is the single most important factor contributing to engagement*
- 2 *The leaders who have the most influence are those closest to us*
- 3 *Better leadership practices impact financial performance*

The Leadership Challenge® programs and workshops build leadership capacity, and help leaders practice the behaviors that get results.

This discussion guide will help you drive conversations and provide statements that can impact effective decision making when initiating a leadership development program using The Leadership Challenge® and the LPI®: Leadership Practices Inventory® 360-degree feedback assessment.



*The Leadership Challenge, 6th Edition
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WHAT IS THE LEADERSHIP CHALLENGE®?

THE LEADERSHIP CHALLENGE®

The Leadership Challenge® is a research-based, leadership development program designed to enhance the leadership effectiveness of any leader, regardless of position or organization.

The Leadership Challenge® Model evolved from research started in 1983 by Jim Kouzes and Barry Posner through in-depth interviews and written case studies into what people described as their “personal best” when leading others. They discovered certain behaviors common to leaders who make extraordinary things happen in organizations, and through their research, grouped these behaviors into The Five Practices of Exemplary Leadership®.

Today, The Five Practices®, along with the 10 commitments and 30 behaviors, are the basis of The Leadership Challenge® Model, the original research-based leadership development framework, and the most recognized standard for measuring leadership excellence.

- The Leadership Challenge® has been used by organizations to introduce an actionable, research-based leadership language and develop effective leaders for more than 35 years.
- The Leadership Challenge® is a comprehensive, evidence-backed and research-based suite of training and development tools that includes *The Leadership Challenge*—now in its 6th edition—assessments, workshops, workbooks, and online resources based on The Five Practices of Exemplary Leadership®.
- The Leadership Practices Inventory® or LPI® is a leadership 360-degree feedback assessment widely known as the most trusted source on becoming a better leader.
- Elegantly simple, yet powerful in its potential, The Five Practices® and 30 behaviors of the LPI® lead the way in establishing a leadership foundation and common leadership language for organizations.

How will The Leadership Challenge® benefit your organization?

- ✓ Leaders **gain credibility** by aligning personal values, company values, and actions.
- ✓ Leaders learn to **create and communicate a shared vision** for the organization’s future.
- ✓ Leaders gain the ability to align employee and team behaviors with **strategic direction**.
- ✓ Leaders are prepared to cultivate new operating methods, take calculated risks, and **act strategically**.
- ✓ Leaders **foster an environment of employee accountability** that drives results for the organization.



WHAT ARE THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP®?

Jim Kouzes and Barry Posner’s global research of nearly 3 million surveys found that exemplary leadership behavior had a profound effect on people’s commitment and motivation. Leaders who more frequently use The Five Practices® are rated as considerably more effective and their direct reports are highly engaged.

The Five Practices of Exemplary Leadership® are: **Model the Way**, **Inspire a Shared Vision**, **Challenge the Process**, **Enable Others to Act**, and **Encourage the Heart**. The Five Practices® are measured by the LPI®, reporting the frequency with which a leader demonstrates 30 easy to understand leadership behaviors. Ongoing research and validation ensures the LPI® maintains the highest standards of leadership excellence and validity.



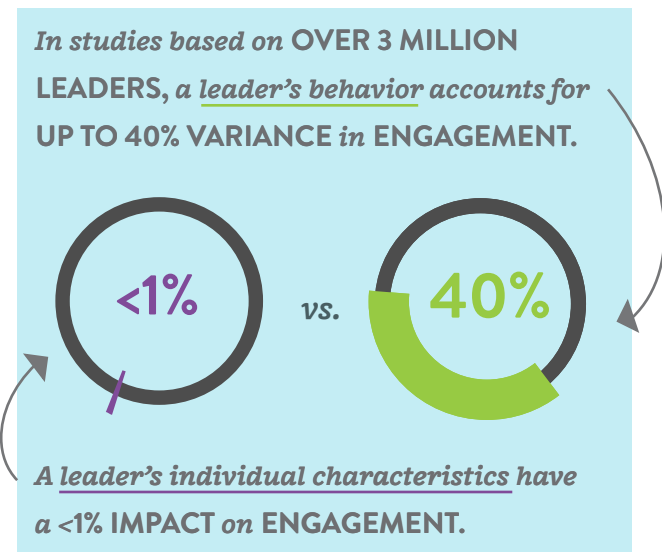
The bottom line: Individual leader characteristics such as “who” a leader is (including where they work, level of education, gender, or role) had **less than 1% impact on employee engagement**, whereas how leaders behave (engaging in The Five Practices®) accounted for **40% of variance in employee engagement** globally.

After participating in The Leadership Challenge®, leaders are better able to:

- Search for opportunities to take risks needed for growth
- Build collaboration, teamwork, and trust, even in a virtual environment
- Express their image of the future
- Strengthen others’ abilities to excel

Organizations where leaders more frequently practice The Five Practices of Exemplary Leaders® see higher levels of:

- Leader credibility
- Constituent loyalty
- Team performance
- Positive workplace attitudes



WHAT IS THE LPI®: LEADERSHIP PRACTICES INVENTORY®?

The LPI®: Leadership Practices Inventory® is one of the most widely implemented, extensively researched leadership development 360-degree assessments worldwide. Used by more than 5 million people globally and based on over 35 years of research from James Kouzes and Barry Posner, the LPI® provides leaders with valuable feedback from managers, coworkers, and others who have direct experience with them in a leadership role.

WHAT DOES IT MEASURE?

The LPI® measures how frequently a leader demonstrates 30 behaviors that represent The Five Practices of Exemplary Leadership®.

HOW DOES IT BENEFIT LEADERS?

The LPI® provides a roadmap and simple leadership language that anyone can use to become a better leader. With the LPI®, leaders gain deep insight not only into how they see themselves as a leader, but also how others view them. Using the in-depth report, leaders can interpret results, identify areas where they need to focus their leadership development, and create action plans aimed at achieving results.

The LPI® is a highly effective tool for:

- Leadership development
- Team development and team building
- Benchmarking a leader, team, division, or organization
- Creating an employee development plan
- Coaching and mentoring
- Onboarding or retention strategy for emerging leaders

Leaders who demonstrate The Five Behaviors of Exemplary Leadership® with higher frequency:

- Are perceived as more credible
- Foster loyalty and organizational commitment
- Create higher performing teams
- Are more effective in achieving job related demands



35+ YEARS
of collecting data

5,000+
individual cases studied

Over
5 MILLION
survey respondents

Global data from **100+ COUNTRIES**

IMPACT OF THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP®

For more than 35 years, *The Leadership Challenge* has been the most trusted source on becoming a better leader. Based on Jim Kouzes and Barry Posner’s researched writing, it continues to provide context for today’s changing world, proving how leadership is a relationship that must be nurtured, and most importantly, that it can be learned.

The research behind The Five Practices® has been rigorously tested and proven to work in organizations. In one study, independent researchers examined the financial performance of organizations over a five-year period and compared the leader ratings of constituents whose leader significantly engaged in The Five Practices®, versus those whose leaders were significantly less engaged in The Five Practices®.

Bottom line result showed that in organizations whose leaders strongly engaged in The Five Practices® had **net income growth nearly 18 times higher** and **stock price growth nearly three times greater** than organizations whose leaders were significantly less engaged with The Five Practices®.

STRATEGIES FOR GAINING EXECUTIVE BUY-IN

There is greater likelihood for the success of a leadership program or initiative if senior executives both support and model it. To help establish a leadership development program with the proven benefits of The Leadership Challenge®, the following resources may be used to increase executive buy in and establish the credibility of the model:

- Provide each executive with a copy of *The Leadership Challenge* or an industry-specific article of The Five Practices of Exemplary Leadership®.
- Provide each executive with a sample copy of The Leadership Practices Inventory® (LPI®) feedback report to reference the 30 behaviors and highlight why it is different from other 360-degree instruments. Make note that the 30 behaviors give leaders a “roadmap” to effective leadership. The LPI® report helps leaders gain a complete picture of how they perceive their own leadership behaviors, how others perceive them in their leadership roles, and how having this knowledge leads to identifying areas that would benefit from improvement and development.

THE IMPACT OF THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP® ON ORGANIZATIONAL PERFORMANCE

Transformational Leadership Practices	STRONG	WEAK
Net Income Growth	+841%	-49%
Stock Price Growth	+204%	76%

Source: R.C. Roi, “Leadership, Corporate Culture and Financial Performance” (Doctoral dissertation, University of San Francisco, 2006).

TIPS AND IDEAS

To help establish a leadership development program with the proven benefits of The Leadership Challenge®, the following questions may be used to prepare and increase buy-in of executives, and lay the groundwork for utilizing the model:

- What are our organization's current leadership initiatives, needs, or business strategies that The Five Practices impact in a positive way, such as enhanced performance, employee loyalty, increased sales, and customer satisfaction?
- How is leadership defined in the organization? Both by the executive team and the wider organization?
- How is leadership at all levels currently encouraged and supported?
- What does effective leadership mean to the organization?
- What are some current challenges and business opportunities that may benefit from a leadership rich culture?
- What are some situations where leadership is needed, but may be avoided?
- If people continued to operate and behave as they do now, what might be the consequences?
- How does the organization want leadership positioned in their talent management strategy?
- What are current beliefs or roadblocks to creating a leadership rich workforce?



THE LEADERSHIP CHALLENGE® IN ACTION WITH VERA BRADLEY

Vera Bradley and FlashPoint partnered to create, manage, and co-facilitate *Leaders by Design*, a multifaceted and experiential 12-month program for leaders. The comprehensive leadership development program uses The Leadership Challenge® as the foundation, centered on the idea that leadership is everyone's business.

OVERALL OBJECTIVE

To enhance participants' level of influence in the organization, build high-performing teams, and unify leaders around a common leadership model so the organization would have increased employee engagement, cross-company collaboration, retention of key leaders, and deeper bench strength.

PROGRAM COMPONENTS

- **Curriculum model:** Created in collaboration with the Vera Bradley training and development team, this plan outlined all components and measurements of the program.
- **In-person workshops:** For continual learning, Leaders by Design included four workshops featuring content from The Leadership Challenge®.
- **360-degree assessment:** To measure program effectiveness, participants took a 360-degree assessment before and after the workshop. The data collected not only helped measure the program's impact but also indicated program priorities.
- **Reinforcement:** Ongoing workshops and coaching re-engaged and evaluated leaders throughout the year. These exercises helped facilitate real-time feedback and address challenges.
- **Accountability partners:** Each participant was paired with a partner to promote accountability, build strong cross-functional relationships, and increase knowledge sharing.
- **Organizational business cases:** Participants formed teams to identify a business issue to address throughout the year. Employees collaborated with a sponsor and presented their ideas to senior leaders.

AUDIENCE

High-potential and emerging leaders (12–20 participants each year) from across the organization. Each leader had been with Vera Bradley for more than a year and held roles in which he or she had the opportunity to impact others and the company.

Download the full case study:

<https://www.flashpointleadership.com/flagship-the-leadership-challenge-2017-leaders-by-design>

ORGANIZATIONAL IMPACT

GOAL ATTAINMENT

92%

OF PARTICIPANTS IMPROVED THEIR 360 ASSESSMENT RATINGS IN ALL FIVE PRACTICE AREAS

RETENTION OF KEY LEADERS

68%

OF PARTICIPANTS ARE STILL WITH THE COMPANY

DEEPER BENCH STRENGTH

78%

OF PARTICIPANTS HAVE BEEN PROMOTED TO POSITIONS WITH MORE INFLUENCE

CONTINUE YOUR STUDY OF THE LEADERSHIP CHALLENGE®

There are many options for getting started with, or deepening your knowledge of The Leadership Challenge® and LPI®.

We are the #1 global training provider of The Leadership Challenge® and specialize in helping you build a high performing leadership and team culture that specifically addresses your organization's unique challenges and impacts your bottom line.

Here are a few ways to get started and to learn more about The Leadership Challenge®:



Download an overview of The Leadership Challenge® Model:

<https://www.flashpointleadership.com/download-the-leadership-challenge-informational-ebooklet>



Read the first chapter of *The Leadership Challenge 6th Edition*:

<https://www.flashpointleadership.com/leaders-achieve-the-extraordinary>



Download a sample LPI® report:

<https://www.flashpointleadership.com/leadership-practices-inventory-lpi>



View our public program schedule for The Leadership Challenge® Workshop and Facilitator Training:

<https://www.flashpointleadership.com/the-leadership-challenge-public-workshops>

HOW FLASHPOINT CAN HELP

FlashPoint offers a variety of support for The Leadership Challenge®:

IN-ORGANIZATION SOLUTIONS

We provide customized training and support, catering the content to support clients' business goals.

EMERGING LEADER PROGRAMS

These programs introduce new and high-potential leaders to leadership behaviors that are necessary for building credibility, engaging team members, and creating an attitude and process for an innovative mindset.

LPI® COACHING

FlashPoint coaches help leaders move from intent to action and reinforce what they've learned from the assessment and/or workshop.

MINDMARKER® DIGITAL REINFORCEMENT

Our original Mindmarker® digital reinforcement program encourages participants to retain and apply new skills using actionable messages and digital resources delivered to smartphone, tablet, and desktop devices.

MATERIALS AND ASSESSMENTS

As a Global Training Partner and the #1 Provider of The Leadership Challenge®, FlashPoint can support all of your material and assessment needs.

PUBLIC WORKSHOPS

Our workshops are facilitated by highly skilled Certified Masters who bring the philosophy, principles, and lessons of The Leadership Challenge® to life.

FACILITATOR + LPI® COACH TRAINING

Increase your understanding of The Five Practices of Exemplary Leadership® to facilitate The Leadership Challenge® Workshop in your organization and/or to provide individual LPI® coaching to your leaders.

Meet FlashPoint



FlashPoint provides the top research-based leadership programs, as well as customized consulting to support your organization's leaders. As a boutique firm and Women-Owned Small Business, we can be nimble in an ever-changing landscape and work with you to achieve real and lasting results.

LEADERSHIP DEVELOPMENT

- Leadership strategy and programs
- Conferences and workshops
- Learning reinforcement
- Competencies development
- Assessments

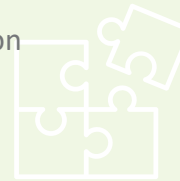


IMPACT

- ✓ Recognize potential
- ✓ Grow your leaders' capabilities
- ✓ Build tomorrow's leaders now

TEAM EFFECTIVENESS

- Custom team programs
- Retreats and training
- New leader assimilation
- Assessments

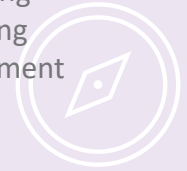


IMPACT

- ✓ Improve collaboration
- ✓ Build healthy and productive teams
- ✓ Create alignment through strategy

COACHING

- Executive, high potential, and emerging leader coaching
- Team and group coaching
- Coaching skills development
- Assessments



IMPACT

- ✓ Provide personalized development
- ✓ Accelerate leader growth
- ✓ Maximize contributions

FLAGSHIP PROGRAMS

