



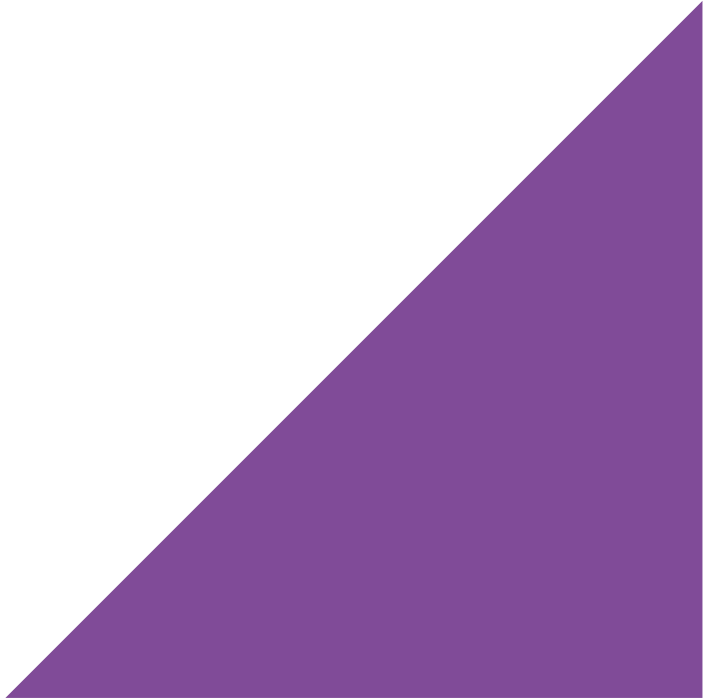
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# FACILITATOR ASSIGNMENT: CHALLENGE THE PROCESS

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INTRODUCE THE PRACTICE – WITHOUT USING THE VIDEO  
TAKE IT ONE STEP AT A TIME

*Included here: Facilitator's Guide: Pgs. 130, 140-143, Slides 51-52, 60,  
Participant Workbook: Pgs. 94, 108-112*



# Facilitator Training Introduction and Assignments

Greetings! We look forward to welcoming you to The Leadership Challenge® Facilitator Training. Following is the information you will need to prepare for the **facilitation assignment** you will deliver.

**We encourage you to begin working on your assignment as soon as possible.**

In keeping with the experiential learning model we use for The Leadership Challenge® Workshop, you will “learn by doing” in Facilitator Training rather than by walking through the *Facilitator’s Guide*. You and your colleagues will be presenting segments from the program, handling content questions, and getting feedback and tips from your colleagues and Facilitator. In our discussions, we will focus on clarifying content, leveraging your skills to provide relevance for participants, and bringing the material to life.

The experiential learning approach is intended to help all of us learn more about the program content and best practices for delivery. Rest assured, we will be in coaching and learning modes, *not* evaluation mode.

## INSTRUCTIONS

- **Please prepare your assignment in advance of the workshop.** The assignments are content sections from the 2-day script in *the Facilitator’s Guide*. (You can review pages 14–21 for workshop overview and sample agenda.) You will be able to review and enhance your section based on what you have experienced during The Leadership Challenge® two-day workshop.
- The Leadership Challenge® *Facilitator’s Guide* provides scripted talking points and detailed instructions. We will be looking for you to **cover the content accurately** and hit the key learning points in the activities in a way that is **most comfortable for you**.
- **Anticipate 20 minutes of delivery for your section**, followed by feedback and group discussion.

### TIP: How much time will you need to prepare your assignment?

If you’re familiar with the content already, you may need only 1-2 hours. If this is your first exposure to the content and you’re attending the workshop beforehand, you may need to spend 3-4 hours in advance and another 1-2 hours the night between the workshop and facilitator training to finalize your presentation.

## TIPS FOR YOUR ADVANCE PREPARATION

- **Timing:** Use your judgment on how to guide us (your students) through the key points/stories/activities in the time allotted. You probably won’t be able to cover everything, so make some choices based on what seems most important and interesting to you.
- **Please limit your piece to just the section and topics assigned. Don’t try to cover the entire module!**
- The slides that pertain to your section are included with your assignment pages. You are also welcome to use additional or different slides that you’ve adapted for your segment. You will be sharing your screen and slides in Zoom during your section.
- Your **key resources** are the *Facilitator’s Guide* and your own experiences and ideas. We invite you to adapt the materials to yourself, your organization, and your client base via stories and activities.

## THOUGHTS AROUND PREPARATION AND USE OF THE *FACILITATOR’S GUIDE*

The Leadership Challenge® Workshop is a program that goes beyond teaching concepts. The intention is

that through the LPI® and the experience and dialogue of the workshop, participants go through a process of discovery, awareness and growth that will lead them to commit to specific behavior changes that will enhance their personal work satisfaction and their leadership effectiveness. So, in your preparation you should be thinking about:

- How to best get the concepts across
- How to facilitate discovery and awareness

The *Facilitator's Guide* offers one example of how you can work with the material to fulfill the intent of the workshop, but it is one among many options. As long as you stay true to the content, you can work with the material in whatever way you feel will best serve the workshop objectives and your prospective audiences. And, if you choose to follow the example in the *Facilitator's Guide*, that's fine as well.

### **ONE MORE NOTE**

Remember, for those who will have just completed The Leadership Challenge® Workshop, you will be switching from workshop-participant mode to facilitator-training mode. You will be shifting from focusing primarily on your own leadership development to the leadership development of others. Think about modeling the leadership practices and behaviors and being participant-centered when you facilitate.

### **WHEN YOU PREPARE, KEEP IN MIND:**

- accuracy and clarity of content
- how you will engage and involve the group when appropriate
- how you will make the segment relevant for your audience when you are out in the field
- making the segment your own



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*Facilitator's Guide: Pgs. 130, 140-143*



# 1. Introduce the Practice (30 minutes)



We recommend starting this module with a short video that makes the point about the relationship of failure to success. (See the video notes in Part One of this Facilitator's Guide for suggestions.)



[Show of hands] *How many of you achieved your Personal Best by keeping things exactly the same?*



*Leadership is hard. Inspiring others to commit is harder than commanding them to comply. Blazing new trails is harder than following a previously determined path. It is often easier to accept the status quo than to take the risk of challenging it.*

*Jim and Barry's research shows that Personal-Best Experiences are not about keeping everything the same. Leaders Challenge the Process—they change business as usual. That means leadership can be a struggle and can be very hard work. Blazing new trails and challenging the status quo are difficult and risky. Keep in mind, however, that challenge is the opportunity for greatness.*



*Challenge and change are the "context" for getting extraordinary things done. Challenge the Process is about:*

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

*Experimenting and taking risks by consistently generating small wins and learning from experience.*

Review the module objectives.



*Let's begin by watching a short video that illustrates the importance of this practice.*



## 4. Take It One Step at a Time (45 minutes)

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Have the video ready to go before the module begins.



You can replace the video with a brief article or written case about small wins of your own choosing. (You can find some material on small wins at [www.leadershipchallenge.com](http://www.leadershipchallenge.com).) If you use written material instead of the video, you will need to give participants an additional two or three minutes at the beginning of the activity to read it.



[Show of hands] *Has anyone ever learned a foreign language? To play a sport like tennis? How did you become proficient? Did you do it all at once?*

Elicit responses until someone says something like, "I did it a little at a time."



*When Jim and Barry asked Don Bennett, the first amputee to ascend to the 14,400-foot summit of Mt. Rainier, how he made it to the top, he replied, "One hop at a time." He said he imagined himself on the top of the mountain a thousand times a day, but when he started to climb, he said to himself, "Anybody can hop from here to here—and so I did."*

*This is the attitude all leaders need. We have grand visions of the future, but the journey from where we are to where we want to go is about taking one step and then the next and then the next. Sometimes there are detours and setbacks along the way, but we keep moving forward "one hop at a time."*

*Besides the fact that tasks actually are always accomplished in steps, the human motivation factor in these small wins is the sense of success and progress and achievement that keeps you invested and committed to keep going.*

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Explain that participants are going to discuss a case in which a leader achieved a large goal through a series of small wins.



Show the video. (Please note that you will have to adjust the slide number sequence in the margin from here on if you have chosen to embed the video in your slide deck. See earlier discussion on

page 34.) Then give participants four or five minutes to do the following in their table groups or with partners.

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Identify all the small wins—all the “little things” that were done to make progress and achieve the goal. Come up with as many specific examples as you can.



When the time is up, ask for examples of the small wins that participants found and write them on a flip chart page. Add any that participants do not mention.



*What are some of the reasons that taking it one step at a time and generating small wins is so effective?*



Elicit several responses and record them on a flip chart page. Add any of the following that participants do not mention.

- Small wins form a pattern of consistent winning, build confidence, and promote learning as you go.
- Small wins keep people from feeling overwhelmed by the enormity of a change.
- The accumulation of small wins attracts allies to a successful venture because other people want to be part of the success.
- A series of small wins builds a foundation for success.
- Each small win preserves gains and makes it harder to return to preexisting conditions.
- Small wins minimize the cost of trying and reduce the risks of failing.

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*Can anyone describe a time in which a series of small wins added up to success?*



Give an example of your own, such as a time when you learned a difficult task or skill, or describe an example from the Challenge the Process chapters of *The Leadership Challenge*.



*Let's see how this concept can work with some of your real, everyday challenges. I'm going to ask you to identify a few challenges that you and your team are currently facing—not the big challenge that you brought to work on during this workshop, but some ongoing challenges that are worth addressing. Then you'll act as consultants to one another, helping your colleagues come up with ways to address those challenges by taking it one step at a time and generating small wins.*

Ask participants to do the following:

1. Fill out the two left-hand columns on the worksheet on page 110 of your workbooks with two or three current challenges and the obstacles to those challenges.
2. Discuss one of your challenges with a partner and take about five minutes to brainstorm “small-win” opportunities—steps you can take to address the challenge.
3. Repeat with one of your partner’s challenges.



When the time is up, ask two or three participants to describe their challenges, obstacles, and the small-win opportunities that they and their partners came up with.



What did you learn from this activity about how to use the concept of “small wins” to address challenges?



Elicit several responses and write them on a flip chart page. Add any of the following that participants do not mention.

Key actions for generating small wins:

- Break it down. It’s easier to solve big problems if you break them into small, doable pieces.
- Make a model. Create a small-scale version of what you’re trying to do, much like an architect will build a scale model of a building. For instance, if you have an idea about how to improve your retail stores, build a model store in one location and see what happens.
- Keep it simple. While your visions should be grand, execution should be simple. Uncomplicate things. Reduce things to their essence.
- Do the easy parts first. That way, you can help the group discover that they can do it. Too often we try to do the hard parts first because we figure it’ll take the longest.
- Accumulate yeses. Don’t ask people to agree to everything all at once. Ask for agreement to do the first thing, then the second, then the third, etc.





- Experiment. Set up little trials, much like a scientist would. Try something, fail, learn from the failure, then try again.
- Give feedback. Let people know how they are doing each step of the way.
- Celebrate. Each time you reach a milestone, take the time to congratulate each other.



Make a transition to the module summary.



*Now let's review what you've learned about Challenge the Process and think about how you can apply what you have learned to your own leadership challenge.*

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- INTRODUCE THE PRACTICE – WITHOUT USING THE VIDEO
- TAKE IT ONE STEP AT A TIME

*Slides 51-52, 60*



# CHALLENGE THE PROCESS





# CHALLENGE THE PROCESS

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

Experiment and take risks by consistently generating small wins and learning from experience.



# KEY ACTIONS FOR GENERATING SMALL WINS

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



# CHALLENGE THE PROCESS

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*Workbook: Pgs. 94, 108-112*





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

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







“ You do big things  
by doing lots of small  
things.”

**PHILIP DIEHL,**  
DIRECTOR OF THE U.S. MINT

# Take It One Step at a Time



CURRENT CHALLENGE

OBSTACLE(S)

SMALL-WIN OPPORTUNITIES

Empty rounded rectangular box for writing current challenges.

Empty rounded rectangular box for writing obstacles.

Empty rounded rectangular box for writing small-win opportunities.

Empty rounded rectangular box for writing current challenges.

Empty rounded rectangular box for writing obstacles.

Empty rounded rectangular box for writing small-win opportunities.

Empty rounded rectangular box for writing current challenges.

Empty rounded rectangular box for writing obstacles.

Empty rounded rectangular box for writing small-win opportunities.



# Key Actions for Generating Small Wins



- Break it down. Break big problems down into small, doable pieces.
- Make a model. Create a small-scale version of what you're trying to do so you can see whether it will work.
- Keep it simple. Your visions should be grand, but keep your actions as simple as possible.
- Do the easy parts first. Help the group discover that they can do it.
- Accumulate YESES. Ask for agreement to do the first thing, then the second, then the third, etc.
- Experiment. Try, fail, learn, then try again.
- Give feedback. Let people know how they are doing.
- Celebrate. When you reach milestones, take the time to congratulate one another.