



FlashPoint.

FACILITATOR TRAINING ASSIGNMENT: PROGRAM INTRODUCTION

- PREPARING FOR THE JOURNEY
- SET UP & DEBRIEF PERSONAL BEST

*Included here: Facilitator's Guide: Pgs. 53-60, Slides 2-11
Participant Workbook: Pgs. 3-10*



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:

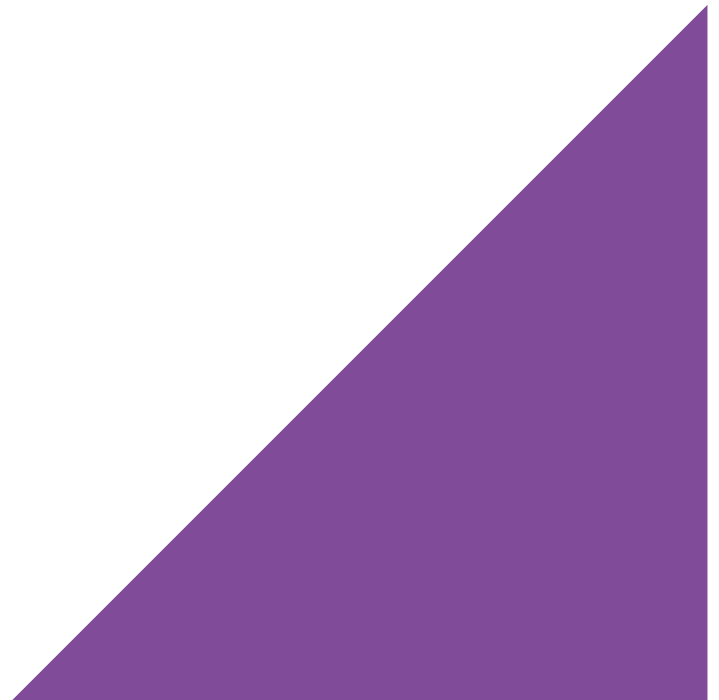
- accuracy and clarity of content
- how you will engage and involve the group when appropriate
- how you will make the segment relevant for your audience when you are out in the field
- making the segment your own



PROGRAM INTRODUCTION

- PREPARING FOR THE JOURNEY
- SET UP & DEBRIEF PERSONAL BEST

Facilitator's Guide: Pgs. 53-60



2. Preparing for the Journey (15 minutes)

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We are all making the journey into the future. But we do not travel alone. We have to work with others to make our dreams become realities. This program is about how leaders see, inspire, and achieve. It is also about how we as leaders develop the kinds of relationships with others that allow us to guide them to get extraordinary things done in organizations.



Explain that Jim Kouzes and Barry Posner have been doing serious original research on leadership for over two decades.



[Show of hands] *Have any of you read Jim and Barry's best-selling book, The Leadership Challenge?*



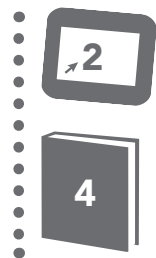
This workshop is based on the original research and writing on leadership that Jim and Barry have been doing for over two decades. There are two important points that elevate this workshop above other leadership development programs:

- *The leadership practices we will be discussing are more than interesting ideas. They are evidence-based, derived from more than twenty-five years of research.*
- *The practices work. Research has found that leaders who actively engage in these practices more frequently are more effective.*



We'll take an in-depth look at Jim and Barry's findings during this program, but there are some messages that are fundamental to the entire process:

***Leadership is everyone's business.** We sometimes assume that when you're on top you're automatically a leader. But leadership isn't a place or position; it's a process. It involves skills and abilities that are useful whether one is in the executive suite or on the front line, on Wall Street or Main Street. Solutions to today's problems require the engaged hearts, minds, and talents of everyone.*



***Leadership is a relationship** between those who aspire to lead and those who choose to follow. Whether the relationship is one-to-many or one-to-one, it's always a relationship.*

Leadership development is self-development. Engineers have computers; musicians, instruments; painters, canvas and brushes. The instrument of leadership is the self, and mastery of the art of leadership come from mastery of the self—not stuffing in a whole bunch of new information or trying out the latest technique, but from liberating the leader within you.

The best leaders are the best learners. Leadership is an observable set of skills and abilities that we can strengthen, hone, and enhance with the motivation and desire, the practice and feedback, the role models and coaching.

Leadership development is not an event—it’s an ongoing process. Workshops and other classes are one effective way to learn, but much of your learning will happen after you leave the workshop. Leadership development is an ongoing process that must continue if you are to become the best leader you can be.

It takes practice—deliberate practice—to become a better leader. Leading researchers in the field of human performance have found that not all practice makes perfect. You need a particular kind of practice—deliberate practice—to develop expertise. Deliberate practice has a methodology and a very clear goal. We’ll do this in the workshop. We’ll challenge ourselves to turn our workplaces into practice fields and develop practice routines in which we can engage during the hours that we’re at work.

Leadership is an aspiration and a choice. As a leader, you are always striving to improve yourself and others and choosing whether to behave in ways that are consistent with the practices of exemplary leadership. You can choose to keep your eye on the future as you work on today’s issues. You can choose to treat people with dignity and respect, regardless of how you may be treated. You can choose to try the lessons we will discuss in this workshop, knowing you will make some blunders.

Leaders make a difference. All leading is based on one fundamental assumption: you make a difference. Before you can lead, you have to believe that you can have a positive impact on others. You have to believe that you matter. Further, our research shows that the more you engage in the practices of exemplary leaders, the more likely it is that you’ll have a positive influence on others in the organization.





As you'll see, in this workshop, we're going to talk about what people expect from their leaders. Let's take a moment to think about that. What if someone walked into this room right now and said, "Hi, I'm your new leader." What are some questions you'd want to ask that person?"



Elicit responses and write them on a flip chart page. Expected responses include:

- Who are you?
- Who picked you?
- Says who?
- What's your background?
- What are your values?
- What do you stand for?
- What experience do you have?
- Where are you planning to take us?
- What do you really care about?
- What changes are you going to make?
- What's going to happen to me?

Refer to participants' questions during the following explanation.



In their research, Jim and Barry found that the most frequently asked questions fell into three broad categories:

- 1. Who are you? The largest number of questions were about what the leader stood for, believed in, and cared about.*
- 2. Where are we headed? The second most frequently asked questions were about direction, vision, and the future.*
- 3. What are you going to do? The third category of questions was about the actions the leader was going to take and the changes the leader was going to make.*





We have a number of specific objectives for this workshop, and they all fall into these categories. So by the end of this workshop you should expect to be able to answer those three important questions.

Now let's take a look at what we hope to accomplish during the workshop.



Remind participants that, in the pre-work, you had asked them to think about what they wanted to accomplish in the workshop. Give them a few minutes to share their objectives with a partner or in their table groups. Then elicit the objectives and write them on a flip chart page.



Review the Workshop Objectives, relating them to the objectives the participants came up with.

As a result of this workshop, you will be better able to:

- Identify your leadership strengths and weaknesses.
- Clarify and communicate your fundamental values and beliefs.
- Set the example for others by aligning your actions with shared values.
- Express your image of the future.
- Inspire others to share a common vision.
- Search for opportunities to change and improve.
- Experiment with innovative ideas and learn from accompanying mistakes.
- Build collaboration, teamwork, and trust.
- Strengthen the ability of others to excel.
- Recognize the accomplishments of others.
- Apply the lessons learned in the workshop to a current organizational challenge.



Ask participants to circle the two or three objectives on page 8 in their workbooks that they most want to focus on during the session.



Take a few moments to do the following:

- Review the module objectives.
- Review the agenda, including the timing of breaks and lunch.
- Establish ground rules, such as “cell phones off,” “come back on time from breaks,” and “listen while others are speaking.”
- Give participants logistical information such as the location of restrooms, how to get parking tickets validated, etc.



You will find this to be a very interactive program. You will have the opportunity to reflect on your leadership and key leadership challenges you are facing. There will be frequent discussions. We will show some video cases where you can learn from others who are demonstrating the practices of leadership we will be exploring and ask you to engage in activities that will help you learn by doing. I will provide some background on the various topics and research findings, but you will learn a great deal more from your personal explorations, conversations with others, and activities than you will from me.

Remember, this is your Leadership Challenge, not your manager's or anyone else's. So concentrate on what you can do to become a better leader, not what others should do. And commit yourself to helping everyone else in this room learn as much as they can. Ask them questions about their thinking, and encourage them to share their perspectives. Offer them feedback and coaching, and be open and willing to accept the same from them. Your commitment to everyone else will ensure your own success.



Ask whether participants have questions. Then make a transition to the next segment.



Before we learn more about what Jim and Barry discovered in their research, we're going to explore leadership the way they did, from your experiences. You'll share your Personal-Best Leadership Experience stories and find some common lessons about what leaders do to get extraordinary things done.

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3. Personal-Best Leadership Experience (60 minutes)

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Your Personal-Best stories are not only a record of your successes, they are your best experiential lessons in leadership. Listening to one another's stories will help you connect your experiences with the workshop objectives.

Ask participants to pull out the "Personal-Best" worksheet they completed as part of their pre-work. Give them a minute to review their worksheets.



Now that your Personal-Best story is fresh in your mind, I'm going to ask you to tell that story to the colleagues at your tables. When you finish telling your stories, you will look for common themes—the common practices that emerged from your successful leadership experiences.

Explain what you want participants to do:

One at a time, take five minutes to tell your story. Tell it in a way that is similar to the story that you read in the pre-work example. Provide a little background to set the stage, and then describe in detail what you actually did—the actions you took. Be as specific as you can.

Remind participants that each person will have five minutes to tell his or her story. Someone in each group needs to keep track of the time so that everyone gets a chance to share his or her story completely.



While your colleagues are telling their stories, listen carefully for the actions, behaviors, and even attitudes that seem to be the keys to the success of the leadership event and note them in your workbook.

After everyone at your table has told his or her story, discuss these questions:

- What do the keys to leadership success seem to be?
- What common leadership practices, actions, behaviors, or themes run through all the stories?





Write the five to seven most common elements on a flip chart page and post the page. Be as specific as you can instead of using general words such as “communications” or “empowerment.”

Walk around the room and read the other groups’ flip chart pages. Note in your workbook any elements from the other groups that you think are important.



During this activity, monitor the time and circulate around the room to make sure that participants know when it is time to shift from one person’s story to another and to discuss the common elements.



If you are short on time, you can ask participants to tell their stories to one another in triads instead of in small groups. When the triads have finished telling their stories, reconvene the group, elicit the common elements that the triads came up with, and write them on a flip chart page.

After participants have had a few minutes to look at the other groups’ flip chart pages, reconvene the group, and ask these kinds of questions.



What did you notice when you look at the common elements that your group and the other groups came up with? What particular elements stand out?

Possible responses:

- Common vision/goals
- Counting on others
- Modeling
- Communication



Did you see anything that you question? Anything you want to know more about? If so, ask someone from that group to explain it.



Your Personal-Best stories show that you already know a great deal about leadership and you have already used elements of the leadership practices we will discuss in this workshop. Our task is not so much to teach you new concepts as to help you liberate the leader that is already within you, so you can be more intentional and deliberate in your leadership. We will help you become better

at and have more confidence in being the leader others need you to be.



Make a transition to the next segment, where you will discuss The Five Practices.



In the next part of this module, we'll see how the common elements in your Personal-Best stories relate to what Jim and Barry discovered when they analyzed hundreds of Personal-Best Leadership cases just like yours during their ground-breaking research.

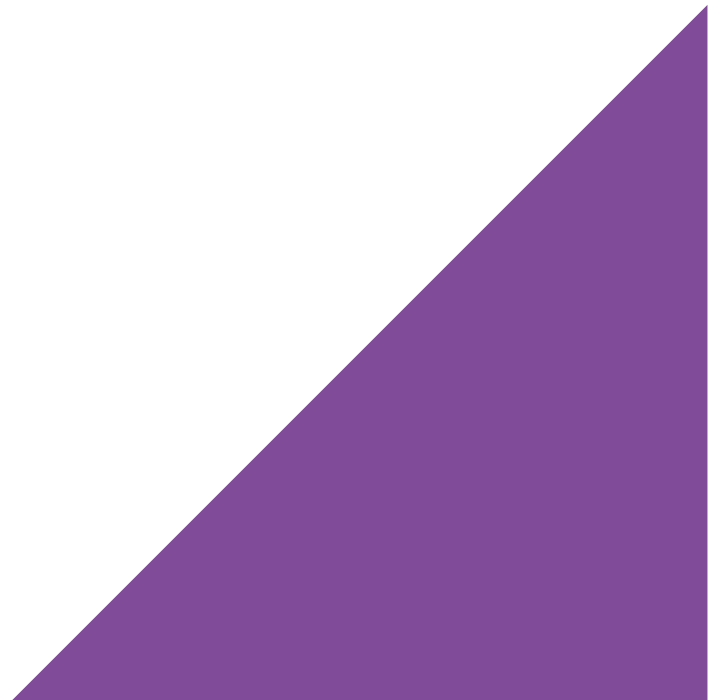
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Slides 2-11





FUNDAMENTALS

- Leadership is everyone's business.
- Leadership is a relationship.
- Leadership development is self-development.
- The best leaders are the best learners.
- Leadership development is an ongoing process.



FUNDAMENTALS CONTINUED

- Leadership development takes deliberate practice.
- Leadership is an aspiration and a choice.
- Leaders make a difference.



“Hi,
I’m your new leader.”



LEADER FAQs

- Who are you?
- Where are we headed?
- What are you going to do?



WORKSHOP OBJECTIVES

- Identify your leadership strengths and weaknesses.
- Clarify and communicate your fundamental values and beliefs.
- Set the example for others by aligning your actions with shared values.
- Express your image of the future.



WORKSHOP OBJECTIVES

CONTINUED

- Inspire others to share a common vision.
- Search for opportunities to change and improve.
- Experiment with innovative ideas and learn from accompanying mistakes.
- Build collaboration, teamwork, and trust.



WORKSHOP OBJECTIVES

CONTINUED

- Strengthen the ability of others to excel.
- Recognize the accomplishments of others.
- Apply the lessons learned in the workshop to a current organizational challenge.



MODULE OBJECTIVES

- To name and describe The Five Practices of Exemplary Leadership[®].
- To use your LPI feedback to identify the leadership behaviors in which you are strong and those in which you need to become more effective.



WORKSHOP AGENDA: DAY 1

TIME	ACTIVITY
8:00	ARRIVAL
	ORIENTEERING
8:30	WELCOME AND INTRODUCTIONS (10 MINUTES)
8:40	PREPARING FOR THE JOURNEY (15 MINUTES)
8:55	PERSONAL-BEST LEADERSHIP EXPERIENCE (1 HOUR)
9:55	THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP (25 MINUTES)
10:20	BREAK (10 MINUTES)
10:30	<i>THE LEADERSHIP PRACTICES INVENTORY</i> (20 MINUTES)
10:50	REFLECTING ON YOUR LPI FEEDBACK (35 MINUTES)
11:25	MODULE SUMMARY (5 MINUTES)
	MODEL THE WAY
11:30	INTRODUCE THE PRACTICE (10 MINUTES)
11:40	CHARACTERISTICS OF ADMIRER LEADERS (20 MINUTES)
12:00	LUNCH



WORKSHOP AGENDA: DAY 1

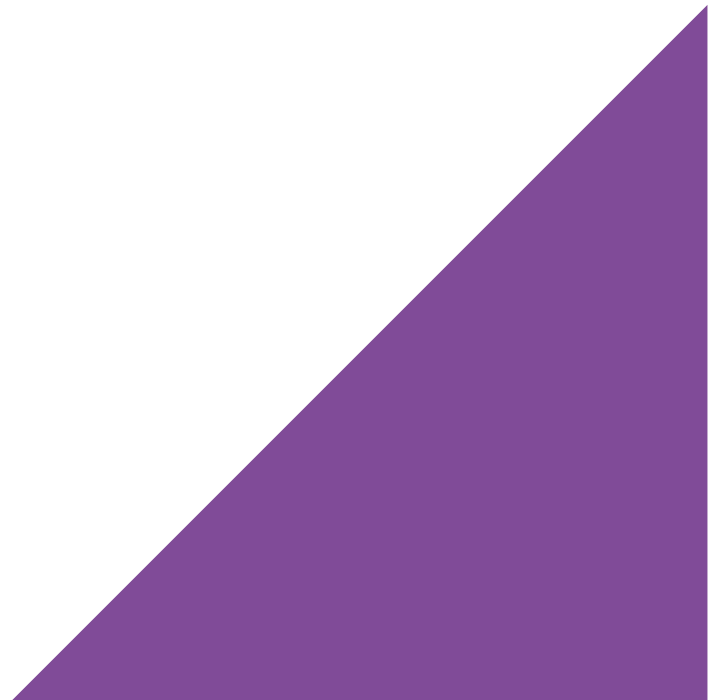
TIME	ACTIVITY
1:00	VALUES CLARITY AND COMMITMENT (15 MINUTES)
1:15	VALUES CARD SORT (20 MINUTES)
1:35	HOW ONE LEADER MODELS THE WAY (VIDEO, 15 MINUTES)
1:50	SET THE EXAMPLE BY ALIGNING ACTIONS WITH VALUES (25 MINUTES)
2:15	MODULE SUMMARY (10 MINUTES)
	INSPIRE A SHARED VISION
2:25	INTRODUCE THE PRACTICE (15 MINUTES)
2:40	BREAK (10 MINUTES)
2:50	WHAT IS A VISION? (30 MINUTES)
3:20	ENVISION THE IDEAL AND UNIQUE FUTURE (40 MINUTES)
4:00	BREATHE LIFE INTO YOUR VISION (45 MINUTES)
4:45	MODULE SUMMARY (10 MINUTES)
4:55	HOMEWORK ASSIGNMENT
	PREVIEW OF DAY 2
5:00	END OF DAY



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Participant Workbook: Pgs. 3-10



Preparing for the Journey

We are all on our way to somewhere else. We are all making the journey into a changed world called “the future.”

But we do not travel alone. We must work with others to make our dreams become realities. *The Leadership Challenge® Workshop* is about how leaders see, inspire, and achieve. It is also about how we can liberate the leader within each of us.

Join us on a journey along the leader’s path. Join us as we explore how leaders get extraordinary things done in organizations.

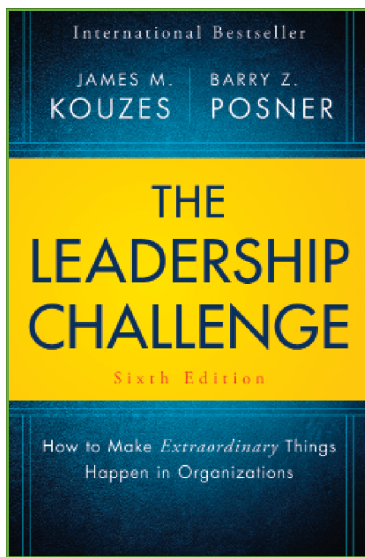
This section is called Orienteering, after the sport that’s been called “the thinking person’s cross-country race.” In orienteering, participants use a compass and a map to set the best and fastest course through unfamiliar territory.

Leadership is a lot like orienteering. You’re expected to find your way through the unknown and to help others find theirs. Just as there are no spectators in orienteering, there are no spectators in leadership. Everyone has an important role to play in charting the course to success.



Fundamentals

- Leadership is everyone’s business.
- Leadership is a relationship.
- Leadership development is self–development.
- The best leaders are the best learners.
- Leadership development is not an event—it’s an ongoing process.
- It takes practice—deliberate practice—to become a better leader.
- Leadership is an aspiration and a choice.
- Leaders make a difference.



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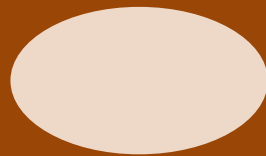
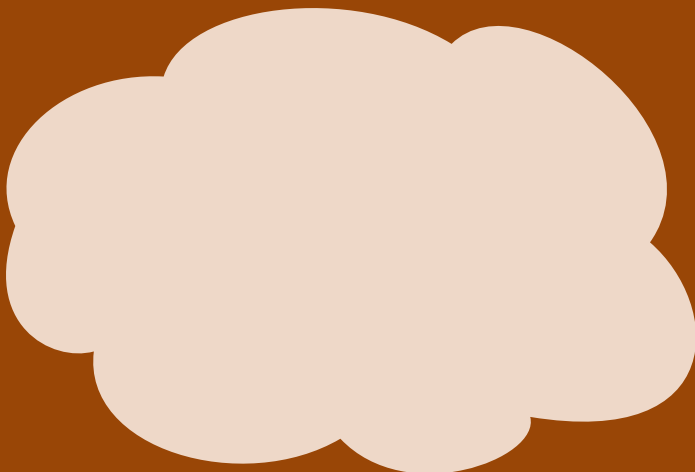
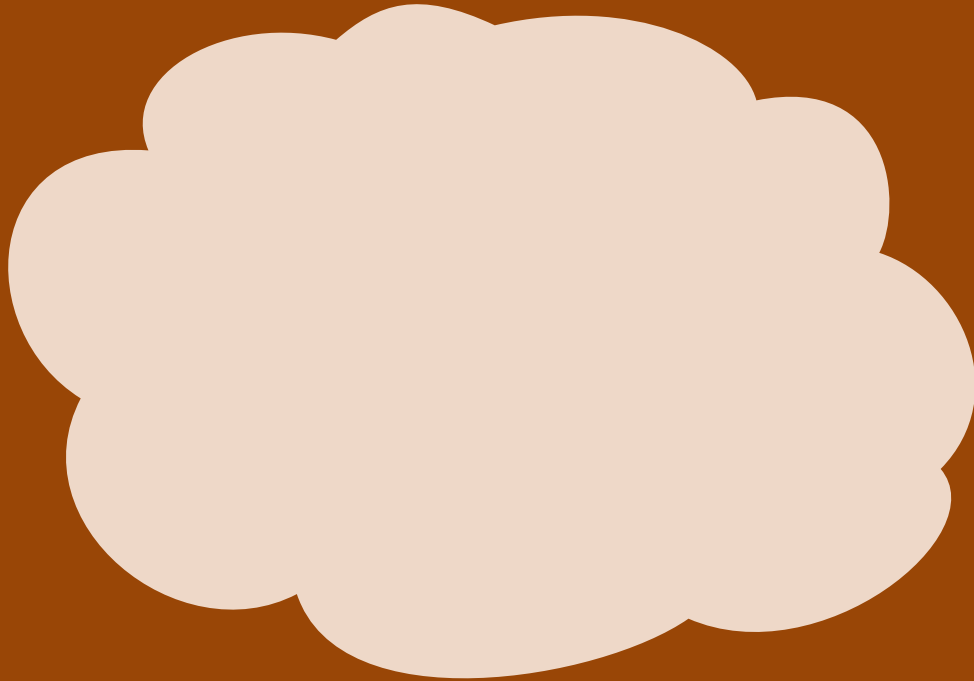


“ Leadership opportunities are presented to everyone.... What makes the difference between being a leader and not is how you respond in the moment.”

MICHELE GOINS,
CHIEF INFORMATION OFFICER FOR
HEWLETT-PACKARD'S IMAGING
AND PRINTING GROUP



What if someone walked into this room right now and said...



“Hi, I’m your new leader.”

What are the questions you’d want to ask that person?



Hint: See page 180



Workshop Objectives

As a result of participating in *The Leadership Challenge® Workshop*, you will be able to:

- Identify your leadership strengths and weaknesses.
- Clarify and communicate your fundamental values and beliefs.
- Set the example for others by aligning your actions with shared values.
- Express your image of the future.
- Inspire others to share a common vision.
- Search for opportunities to change and improve.
- Experiment with innovative ideas and learn from accompanying mistakes.
- Build collaboration, teamwork, and trust.
- Strengthen the ability of others to excel.
- Recognize the accomplishments of others.
- Apply the lessons learned in the workshop to a current organizational challenge.

My Objectives:

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ORIENTEERING MODULE OBJECTIVES

- Name and describe The Five Practices of Exemplary Leadership®.
- Use your *LPI: Leadership Practices Inventory* feedback to identify the leadership behaviors in which you are strong and those in which you need to become more effective.

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PLEASE: REFRAIN FROM USING YOUR CELL PHONE, COME BACK ON TIME FROM BREAKS, AND LISTEN WHEN OTHERS ARE SPEAKING.



Personal-Best Leadership Experience

In preparing for this workshop, you wrote about your Personal Best as a leader. Take a few moments now to review your notes and get ready to tell your story. Be prepared to hear about some extraordinary accomplishments from your colleagues.

When you listen to your colleagues' stories, what behaviors, actions, and attitudes seem to be the keys to their leadership success?

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What common leadership practices, actions, behaviors, or themes run through all the stories?

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