

**Leadership for Decisive Change
National Association for Court
Management
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LEARNING OBJECTIVES FOR THE LEADERSHIP CHALLENGE WORKSHOP

- Have a better understanding of the leadership aspects that support change and transformation in employees and organizations.
- Can assess self and the frequency of leadership behaviors demonstrated.
- Increase awareness about leadership behaviors needed to live The Five Practices: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart.
- Identify what gets in the way of developing and demonstrating leadership behaviors.
- Have simple actions to take to reinforce each of the Five Practices, and support change in difficult times.

RECALLING YOUR PERSONAL-BEST LEADERSHIP EXPERIENCE

With leadership, as with most things in life, experience can be the best teacher. We learn what to do by trying it ourselves or by watching others. The problem is that not all of what's done or observed is effective or appropriate behavior. It's important for us to base our leadership practices on the best of what people do and observe—the actions that represent our highest standards. Therefore, *The Leadership Challenge® Workshop* will begin with a discussion of the “Personal-Best Leadership Experiences” of all the participants in the program.

Purpose of Activity

The purpose of this assignment is twofold:

- To help you prepare to describe one of your Personal-Best Leadership Experiences to other workshop participants.
- To begin the process of learning from your own experiences.

Please complete this assignment *before* the workshop and *bring it with you and send to me by March 29th, Thursday, by 5:00 pm* so that we can all benefit from your success. You'll be discussing your story with a few other participants, so it's important to be prepared when you arrive. Completing this assignment will take forty-five to seventy-five minutes.

Definitions

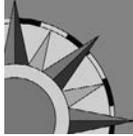
In this assignment we ask you to describe a Personal-Best Leadership Experience. Here is what we mean by the term.

Personal Best. A “personal best” experience is an event (or series of events) that you believe to be your individual standard of excellence. It’s your own “record-setting performance,” a time when you excelled. It’s something against which you can measure yourself to determine whether you’re performing at levels you know to be possible. It’s a time you recall as a peak performance experience.

Leadership Experience. You have been involved in many experiences in your life. For purposes of this exercise, we ask that you focus your thinking only on those experiences during which you were the leader. We use the word “experience” to mean any kind of project or undertaking that had a definable beginning and end. It might have lasted a few weeks, a few months, or even a few years, but it was something that was within a specific period of time.

Here are some things to think about when selecting your Personal-Best Leadership Experience:

- It could have taken place recently or long ago—any time when you felt you performed at your very best as a leader.
- You could have been the official leader or manager, or you could have emerged as the informal leader of a group or team. You could have held a staff position or been a volunteer.
- The experience could have taken place in the workplace or in a non-work setting. It could have been when you were part of a community group, a club, a professional organization, a sports team, or at school.



The Context

Where did your Personal-Best Leadership Experience take place? Name the company, government agency, nonprofit organization, work group, school, sports team, community association, political organization, and so on.

When did it take place? How long was it from start to finish?

What kind of project or undertaking was it? For example, was it a start-up, a turnaround, a new marketing campaign, an initiative to improve the quality of service or product, a civic improvement campaign, a school reform effort, an initiative to pass new legislation, a relief effort after a natural disaster, and so on? Say a little about the nature of the project.

What was your specific role in this project or undertaking?

Who else was involved?

What external or internal challenges did you face?

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-
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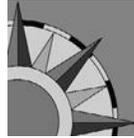
What words best describe how you felt *at the beginning* of this experience? How would you describe your feelings *during* this experience?

What else do we need to know about the experience to get a sense of the context?

What were the actual results of the experience, both quantitative and qualitative?

Intentions

Who initiated this experience?



If you were the one to initiate this project or undertaking, why did you do it? What motivated you?

If someone else initiated it and you were appointed or selected as the leader, what were the expectations of you? What goals were set?

Why was this project important? What value was it adding? What were your personal hopes or dreams for the project? In the best of all situations, what did you aspire to accomplish?

What values and beliefs guided how you worked with others and how you expected them to work with you and with each other?

Leadership Actions

In the spaces that follow, describe your behaviors as a leader. Be as specific as possible about the actions you took to get extraordinary things done. Here are a few questions to stimulate your thinking, but don't limit yourself to answering only these questions. Tell the story as you recall it, and convey to us what you did to make this your personal best.

What did you do to demonstrate your own commitment to the project or undertaking?

What did you do to make sure everyone understood the purpose?

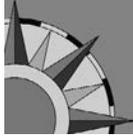
What did you do to keep people moving in the right direction?

What did you or others do to overcome any major challenges or setbacks?

What did you do to engage others and get them to participate fully?

What did you do to keep people motivated to perform at their best, especially during those times that might have been especially challenging?

What did you do to make the experience special, memorable, and rewarding?



What else would you like to share about what you did that made this your personal best?

Lessons Learned

Review what you wrote in response to the questions above and then *summarize* the 5 to 7 leadership actions you took that most contributed to success.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

If you were going to teach someone else about leadership based on this experience, what morals and lessons would you pass along about being an exemplary leader and about performing at your personal best?

1.

2.

3.

4.

5.

What is the single most important bit of advice you would give a leader on how to get extraordinary things done in organizations?

CHARACTERISTICS OF AN ADMIRABLE LEADER

We look for many special qualities in our leaders. Our research indicates that the attributes listed below account for most of these qualities. From this list of twenty attributes, please **select the seven you most look for in a leader**—in someone whose direction you would willingly follow. Just place a check (✓) by seven items; there's no need to rank or rate them.

- | | |
|---|--|
| <input type="checkbox"/> Ambitious
(aspiring, hard-working, striving) | <input type="checkbox"/> Honest
(truthful, has integrity, trustworthy, has character, is trusting) |
| <input type="checkbox"/> Broad-Minded
(open-minded, flexible, receptive, tolerant) | <input type="checkbox"/> Imaginative
(creative, innovative, curious) |
| <input type="checkbox"/> Caring
(appreciative, compassionate, concerned, loving, nurturing) | <input type="checkbox"/> Independent
(self-reliant, self-sufficient, self-confident) |
| <input type="checkbox"/> Competent
(capable, proficient, effective, gets the job done, professional) | <input type="checkbox"/> Inspiring
(uplifting, enthusiastic, energetic, humorous, cheerful, optimistic, positive about future) |
| <input type="checkbox"/> Cooperative
(collaborative, team player, responsive) | <input type="checkbox"/> Intelligent
(bright, smart, thoughtful, intellectual, reflective, logical) |
| <input type="checkbox"/> Courageous
(bold, daring, fearless, gutsy) | <input type="checkbox"/> Loyal
(faithful, dutiful, unswerving in allegiance, devoted) |
| <input type="checkbox"/> Dependable
(reliable, conscientious, responsible) | <input type="checkbox"/> Mature
(experienced, wise, has depth) |
| <input type="checkbox"/> Determined
(dedicated, resolute, persistent, purposeful) | <input type="checkbox"/> Self-Controlled
(restrained, self-disciplined) |
| <input type="checkbox"/> Fair-Minded
(just, unprejudiced, objective, forgiving, willing to pardon others) | <input type="checkbox"/> Straightforward
(direct, candid, forthright) |
| <input type="checkbox"/> Forward-Looking
(visionary, foresighted, concerned about the future, sense of direction) | <input type="checkbox"/> Supportive
(helpful, offers assistance, comforting) |

Your Name: _____

The Five Practices, Ten Commitments and Thirty Leadership Behaviors

Model the Way	
1. Clarify values by finding your voice and affirming shared ideals.	
2. Set the example by aligning actions with shared values.	
1	I set a personal example of what I expect of others.
6	I spend time and energy making certain that the people in our organization adhere to the principles and standards we have agreed on.
11	I follow through on the promises and commitments that I make.
16	I find ways to get feedback about how my actions affect other people's performance.
21	I build consensus on an agreed-on set of values for our organization.
26	I talk about the values and principles that guide my actions.

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.	
2	I look ahead and communicate about what I believe will affect us in the future.
7	I describe to others in our organization what we should be capable of accomplishing.
12	I talk with others about sharing a vision of how much better the organization could be in the future.
17	I talk with others about how their own interests can be met by working toward a common goal.
22	I am upbeat and positive when talking about what our organization aspires to accomplish.
27	I speak with conviction about the higher purpose and meaning of what we are doing.

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.	
3	I look around for ways to develop and challenge my skills and abilities.
8	I look for ways that others can try out new ideas and methods.
13	I keep current on events and activities that might affect our organization.
18	When things do not go as we expected, I ask, "What can we learn from this experience?"
23	I make sure that we set goals and make specific plans for the projects we undertake.
28	I take initiative in experimenting with the way we can do things in our organization.

Enable Others to Act	
7. Foster collaboration by building trust and facilitating relationships.	
8. Strengthen others by increasing self-determination and developing competence.	
4	I foster cooperative rather than competitive relationships among people I work with.
9	I actively listen to diverse points of view.
14	I treat others with dignity and respect.
19	I support the decisions that other people in our organization make on their own.
24	I give others a great deal of freedom and choice in deciding how to do their work.
29	I provide opportunities for others to take on leadership responsibilities.

Encourage the Heart	
9. Recognize contributions by showing appreciation for individual excellence.	
10. Celebrate the values and victories by creating a spirit of community.	
5	I praise people for a job well done.
10	I encourage others as they work on activities and programs in our organization.
15	I give people in our organization support and express appreciation for their contributions.
20	I make it a point to publicly recognize people who show commitment to our values.
25	I find ways for us to celebrate accomplishments.
30	I make sure that people in our organization are creatively recognized for their contributions.

VIDEO FOR EMMA HORN—ONE LEADER’S CONVERSATION ABOUT
A MODELING THE WAY

Instructions: _As you watch the video, observe not only how the leader talks about her values/standards; also observe how she aligns her behavior with her values.

Leader Talk About Values/Standards

Action Leader Takes

VIDEO FOR HERVE HOUDRE—ONE LEADER’S CONVERSATION
ABOUT A SHARED VISION

Instructions: As you watch the video, observe not only how the leader talks about his vision; also observe the constituents and watch for how they are enlisted in a common Vision.

Leader Talk About the Vision

Constituents Enlist a Common Vision