

**MPI NORTHERN CALIFORNIA CHAPTER  
PROFESSIONAL BREAKFAST MEETING**

JANUARY 21, 2014

**THE LEADERSHIP CHALLENGE WORKSHOP**

PRESENTED BY MARY O'NEILL, MA, MFT

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BREAKOUT: 10:30 -11:30 A.M.

## THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP

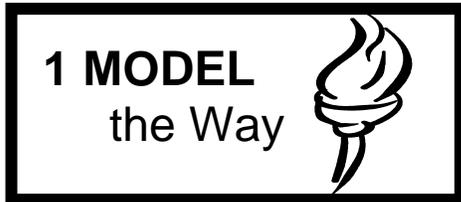
How do you get other people to follow willingly, especially when you set out across unknown territory? How do you mobilize other people to move forward together in a common purpose? How do you get others to *want to* get extraordinary things done?

Barry Posner and Jim Kouzes received over 12,000 case studies, analyzed hundreds of thousands of survey questionnaires, and interviewed more than 500 individuals to find out what leaders do to make themselves leaders when performing at their best.

By studying times when leaders performed at their personal best, they were able to identify **Five Practices common to most extraordinary leadership achievements:**

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Others to Act
5. Encourage the Heart

# THE FIVE PRACTICES and TWO COMMITMENTS OF EXEMPLARY LEADERSHIP



- Find your voice by clarifying your personal values.
- Set the example by aligning actions with shared values.



- Envision the future by imagining exciting and ennobling possibilities.
- Enlist others in a common vision by appealing to shared aspirations.



- Search for opportunities by seeking innovative ways to change, grow, and improve.
- Experiment and take risks by constantly generating small wins and learning from



- Foster collaboration by promoting cooperative goals and building trust.
- Strengthen others by sharing power and discretion.



- Recognize contributions by showing appreciation for individual excellence.
- Celebrate the values and victories by creating a spirit of community.

# THE LEADERSHIP PRACTICES INVENTORY

## ***What does the LPI Self-Assessment measure?***

The LPI was developed to validate Jim Kouzes' and Barry Posner's findings from their Personal-Best Leadership case studies. Their goal was to assess the extent to which the behaviors would predict current and future leadership effectiveness. The research data from literally hundreds of thousands of people consistently show that leaders who more frequently engage in the behaviors measured by the LPI are more effective and successful than those who engage in them less frequently.

When you complete the LPI, you will use a ten-point scale ranging from "almost never" (1) to "almost always" (10) to indicate how frequently you engage in 30 leadership behaviors, six behaviors for each of The Five Practices.

The **LPI Self-Assessment** provides information about ***your perception*** of your leadership behaviors; it does not evaluate your IQ, leadership style, management skill, or personality.

The research demonstrates that **increasing the frequency with which you engage in the behaviors** measured by the LPI – in other words, The Five Practices – **will make you a more effective leader**. That's a key leadership objective: **developing your ability** to more comfortably engage in The Five Practices and to **practice more frequently** than you are doing today.

***What do LPI- 360 scores mean?*** Research has shown that the higher scores on the LPI-360, the more others think their leaders:

- Have a high degree of personal credibility.
- Are effective in meeting job-related demands.
- Are able to increase motivation levels.
- Have a high-performance team.
- Foster loyalty and commitment.
- Reduce absenteeism and turnover and reduce stress levels.

Also, those working with you feel significantly more satisfied with your practices and strategies, more committed, and more powerful and influential when you lead more effectively.

