



Pilot Program Facilitator Guide

The Leadership Challenge® at Ashford University

Pilot: The Leadership Challenge® at Ashford University

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About The Leadership Challenge



Our point of view is simple, really.

We believe Leadership is Everyone's Business!

What do we mean by that?

In today's world there are countless opportunities to make a difference. And more than ever there is a need for people of all ages, from all backgrounds, with all types of life experience to seize those opportunities that lead to greatness. More than ever there is a need for leaders to inspire us to dream, to participate, and to persevere. The Leadership Challenge offers everyone the chance to do just that – to take the initiative and make a difference. The Leadership Challenge is about how leaders mobilize others to want to get extraordinary things done. It's about the practices leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. It's about a climate in which people turn challenging opportunities into remarkable successes.

History

How the Leadership Challenge Began

The Leadership Challenge has its origins in a research project Jim Kouzes and Barry Posner began in 1983. They wanted to know what people did when they were at their "personal best" in leading others. They started with the assumption, however, that they did not have to interview and survey star performers in excellent companies to discover best practices. They assumed that by asking ordinary people to describe extraordinary experiences, they would find patterns of success. They were right.

After some preliminary research, Kouzes and Posner devised a personal-best leadership survey consisting of thirty-eight open-ended questions such as these:

- Who initiated the project?
- How were you prepared for this experience?
- What special techniques and strategies did you use to get other people involved in the project?
- What did you learn about leadership from this experience?

Collecting Data from Leaders in Every Field

By 1987, Kouzes and Posner had performed more than 550 of these surveys, each requiring one to two hours of reflection and expression. At the same time, a shorter, two-page form was completed by another group of 80 managers, and the researchers conducted an additional 42 in-depth interviews. In the initial study, they examined the cases of middle and senior level managers in private and public sector organizations. Since that time they have expanded their research and collected thousands of additional cases. This expanded coverage included community leaders, student leaders, church leaders, government leaders, and hundreds of others in non-managerial positions.

Every person they spoke with had at least one leadership story to tell—stories that seldom sounded like textbook management. They were not logical cases of planning, organizing, staffing, directing, and controlling. Instead, they were tales of dynamic change and bold action. In one case, for example,

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manufacturing productivity was improved more than 400 percent in one year. In another, quality improvements moved products from last to first on a customer's vendor list in three months; in yet another, the company grew fivefold in sales and 750 percent in profits over six years. In the not-for-profit and public sectors, they learned of a school system that went from student performance in the lowest percentile to performance in the sixty-eighth percentile in two years and of an organization that fought for and won the passage of legislation to protect abused and battered children.

The Leadership Challenge Model

From an analysis of the personal-best cases, they developed a model of leadership that consists of what Kouzes and Posner call The Five Practices of Exemplary Leadership®:

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enabling Others to Act
- Encourage the Heart

This led them to write their first book, *The Leadership Challenge* and develop a quantitative instrument—the Leadership Practices Inventory (LPI)—that would measure the leadership practices they uncovered.

The Impact of the Leadership Challenge

Over its 20-year history, *The Leadership Challenge* has sold over one million copies and has been translated into 12 languages. The LPI is one of the most widely used leadership assessment instruments in the world. More than 350 doctoral dissertations and academic research projects have been based on The Five Practices of Exemplary Leadership® model.

Approach

The Five Practices of Exemplary Leadership® resulted from an intensive research project to determine the leadership competencies that are essential to getting extraordinary things done in organizations. To conduct the research, Jim Kouzes and Barry Posner collected thousands of "Personal Best" stories—the experiences people recalled when asked to think of a peak leadership experience.

Despite differences in people's individual stories, their Personal-Best Leadership Experiences revealed similar patterns of behavior. The study found that when leaders are at their personal best, they:



Model the Way

Leaders establish principles concerning the way people (constituents, peers, colleagues, and customers alike) should be treated and the way goals should be pursued. They create standards of excellence and then set an example for others to follow. Because the prospect of complex change can overwhelm people and stifle action, they set interim goals so that people can achieve small wins as they work toward larger objectives. They unravel bureaucracy when it impedes action; they put up signposts when people are unsure of where to go or how to get there; and they create opportunities for victory.

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Inspire a Shared Vision

Leaders passionately believe that they can make a difference. They envision the future, creating an ideal and unique image of what the organization can become. Through their magnetism and quiet persuasion, leaders enlist others in their dreams. They breathe life into their visions and get people to see exciting possibilities for the future.



Challenge the Process

Leaders search for opportunities to change the status quo. They look for innovative ways to improve the organization. In doing so, they experiment and take risks. And because leaders know that risk taking involves mistakes and failures, they accept the inevitable disappointments as learning opportunities.



Enable Others to Act

Leaders foster collaboration and build spirited teams. They actively involve others. Leaders understand that mutual respect is what sustains extraordinary efforts; they strive to create an atmosphere of trust and human dignity. They strengthen others, making each person feel capable and powerful.



Encourage the Heart

Accomplishing extraordinary things in organizations is hard work. To keep hope and determination alive, leaders recognize contributions that individuals make. In every winning team, the members need to share in the rewards of their efforts, so leaders celebrate accomplishments. They make people feel like heroes.

The Leadership Practices Inventory (LPI)

The *Leadership Practices Inventory (LPI)*, a 360-degree assessment instrument which participants take as part of their work for The Leadership Challenge® Workshop, serves two purposes: It allows us continuously to test our initial findings that The Five Practices model is a valid view of the world of leadership, and it provides a tool that helps leaders assess the extent to which they actually use those practices so that they can make plans for improvement.

The LPI is a questionnaire with thirty behavioral statements—six for each of The Five Practices—that takes 10 to 20 minutes to complete. Leaders complete the LPI-Self, rating themselves on the frequency with which they think they engage in each of the thirty behaviors. Five to ten other people—typically selected by the

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leaders—complete the LPI-Observer questionnaire, rating the leaders on the frequency with which they think they engage in each behavior. Respondents can indicate their relationship to the leader—manager, co-worker or peer, direct report, or other observer—but, with the exception of the leader's manager, all the observers' feedback is anonymous.

The LPI can be completed [online](#), or it can be completed in a paper-and-pencil version. Whether taken in a hard or soft format, the results are scored electronically and the system prints out a report that summarizes the results.

Our own and independent studies consistently confirm that the LPI has very strong reliability and validity. Today, it is one of the most widely used 360-degree leadership assessment instruments available. More than 250,000 leaders and nearly one million observers have completed it. Since the LPI was first used in 1985, we've analyzed surveys from more than 100,000 respondents to determine the relationship between The Five Practices and a variety of measurable outcomes. In addition, more than 250 doctoral dissertations and master's theses have used the LPI in their research. Ongoing analysis and refinements of the instrument continue.

*[Sample LPI](#) found in appendix.

[Benefits of The Leadership Challenge® Workshop](#)

If people are to become leaders, they must believe that they can be a positive force in the world. But some management scholars claim that leaders have little impact on organizations, that other forces—internal or external to the organization—are the determinants of success. The Leadership Challenge® provides evidence that strongly demonstrates quite the contrary. Managers, individual contributors, volunteers, pastors, government administrators, teachers, school principals, students, and other leaders who use The Five Practices of Exemplary Leadership® more frequently are seen by others as better leaders.

For example:

- They're more effective in meeting job-related demands.
- They're more successful in representing their units to upper management.
- They create higher-performing teams.
- They foster renewed loyalty and commitment.
- They increase motivational levels and willingness to work hard.
- They promote higher levels of involvement in schools.
- They enlarge the size of their congregations.
- They raise more money and expand gift-giving levels.
- They extend the range of their agency's services.
- They reduce absenteeism, turnover, and dropout rates.
- They possess high degrees of personal credibility.

In addition, people working with leaders who demonstrate The Five Practices of Exemplary Leadership® are significantly more satisfied with the actions and strategies of their leaders, and they feel more committed, excited, energized, influential, and powerful. In other words, the more people engage in the practices of exemplary leaders, the more likely it is that they'll have a positive influence on others in the organization.

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The Leadership Challenge at Ashford University

Program Description

This program will introduce leaders to the Five Practices of Exemplary Leadership® that transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. Millions of leaders world-wide have used and now rely on Kouzes and Posner's The Leadership Challenge® in order to assess/build their leadership skills and undertake the journey to success and significance.

Program Design

This program is designed to aid the participant in developing a conceptual understanding of The Leadership Challenge® Model while providing knowledge of and practical application of The Five Practices of Exemplary Leadership®. Participants will evaluate and share personal experience in relation to The Five Practices of Exemplary Leadership® as well as identify professional and academic goals.

Through readings, discussions, and a final reflective project, participants will evaluate their experiences using the Model, while further developing their leadership skills. This program is designed more to instill a knowledge base of The Leadership Challenge® Model and promote student engagement online as well as raise awareness and develop action plans for any academic, personal, or professional experience in relation to the Model.

Housed in an E-College classroom, each week participants will be provided a set of discussion questions to guide discussion based on the reading and personal reflection of the material as it applies to their experiences. It is expected that the participants answer some if not all questions posted in order to engage their colleagues and learn how The Leadership Challenge® Model applies to their experiences. **THIS IS A PILOT TEST PROGRAM.**

Program Logistics

This program will be housed in an E-College classroom and has the capability of being hosted in a 15 week course-like setting where participants have the ability to proactively work through readings, assignments, and promote discussions with their colleagues. Using the information provided in this document, the course can be set up ahead of time, and Student Affairs will serve as the moderator.

Eligibility

Students interested must have completed at least 12 Ashford credits and have a 3.0 cumulative GPA or above in order to be considered for a randomized selection.

Selection

Because this is a pilot program, selection for The Leadership Challenge® at Ashford University will be based on randomization from students who send an email response to the question below to leadership@ashford.edu.

The selection team will randomly select 40 students from which they will narrow the selection to a total of 20 participants based on their response to the following question: "How would participation in this program help you achieve your personal and professional goals?" Responses may not exceed 500 words. Students selected to participate in the program will be notified via email. If a student has not participated in the E-college classroom after 3 weeks of the program start date, they will be disqualified and removed from the program.

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Selection Outline

| Event | Start Date | End Date | Time Allotted |
|--------------------|------------|----------|------------------------------------------------|
| Open Application | TBA | TBA | Give students 2-4 weeks to submit applications |
| Close Application | TBA | TBA | |
| Review Application | TBA | TBA | DATE RANGE |
| Email Notification | TBA | TBA | |

Selection Email Notification

*See appendix for sample

Tangible Benefits provided by Ashford University

The Leadership Practices Inventory (LPI)

- Participants will have the opportunity to complete a 360-degree self assessment. This is a questionnaire with 30 behavioral statements—six for each of The Five Practices. Leaders complete the LPI-Self, rating themselves on the frequency with which they think they engage in each of the 30 behaviors and have the opportunity to have other individuals (indicated as observers) do the same. Observers can indicate their relationship to the participant, but all observers' feedback is reported anonymously.
- Participants will also have the opportunity to retake the assessment with new observers after the program completion to compare their progress through The Five Practices of Exemplary Leadership.

Access to The Leadership Challenge Resources

- PDF copies of workbooks (LPI Student Workbook & the Student Leadership Planner) and other resources will be provided to participants for continual reflection and learning.

Letter of Recommendation & Letter of Completion

- Upon completion, participants have the opportunity to request a letter of recommendation from the program coordinator in relation to your accomplishment with The Leadership Challenge.
- Upon completion, you will receive a personalized letter of completion which can be used in portfolios and recognizes your accomplishment.

The Leadership Challenge Printed Certificate

- A certificate of completion suitable for framing will be sent at the end of the program to its participants.

Relating the Program back to Ashford

Mission Statement

The mission of Ashford University is to provide accessible, affordable, innovative, high-quality learning opportunities and degree programs that meet the diverse needs of individuals pursuing integrity in their lives, professions, and communities.

Institutional Outcomes

Graduates of Ashford University:

1. Demonstrate the ability to read and think critically and creatively;
2. Demonstrate the ability to communicate effectively in speech and in writing;
3. Demonstrate the ability to communicate effectively through the use of technology;
4. Demonstrate an understanding of the various forms of diversity;

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5. Demonstrate an understanding of the interdependence among living beings, the environment and humanly-created systems;
6. Demonstrate competence in their major fields of study;
7. Demonstrate an understanding of service directed at meeting the needs of others;
8. Demonstrate the ability to draw information from different fields of study to make informed decisions; and
9. Develop skills and abilities that provide for lifelong learning.

Program Learning Outcomes

Understanding Ashford University's Institutional Outcomes, this program will incorporate outcomes that will enhance the learning of the student who participates in the program. As expressed by Kouzes and Posner, when participants complete The Leadership Challenge® Workshop, they will be able to:

1. Identify their leadership strengths and weaknesses.
2. Communicate their fundamental values and beliefs.
3. Set the example for others by aligning their actions with their shared values.
4. Express their image of the future.
5. Inspire others to share a common vision.
6. Search for opportunities to take the risks needed for growth.
7. Build collaboration, teamwork, and trust.
8. Strengthen the ability of others to excel.
9. Recognize the accomplishments of others.
10. Apply The Five Practices of Exemplary Leadership® to a current organizational challenge.

The Leadership Challenge®Workshop has eight modules: An opening module, a module for each of The Five Practices, a closing module, and a final module dedicated to reflection.

The modules are:

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

Required Text

Kouzes, J.M., & Posner, B.Z. (2007). *The leadership challenge* (4th ed.). San Francisco, Jossey-Bass.

*Participants are required to purchase their own copy of the required text in the format of their choosing.

The text must be available to the student prior to the beginning of the program.

Retail: \$24.95 | Amazon Paperback: *\$14.72 | Kindle Edition: *\$13.72

(*Price subject to vary)

Kouzes, J.M., & Posner, B.Z. (2006). *Student leadership practices inventory: Student workbook* (2nd ed.). San Francisco, Jossey-Bass.

*Participants will be provided with a PDF copy.

Kouzes, J.M., & Posner, B.Z. (2006). *Student leadership planner: An action guide to achieving your personal best*. San Francisco, Jossey-Bass.

*Participants will be provided with a PDF copy.

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Interesting Websites

<http://www.leadershipchallenge.com/> The Leadership Challenge® Homepage
<http://www.studentleadershipchallenge.com/home.aspx> The Student Leadership Challenge® Homepage
<https://www.facebook.com/KouzesPosner> Facebook-The Leadership Challenge®
<https://twitter.com/#!/TLCTalk> (@TLCTalk) Twitter-The Leadership Challenge® Talk
<https://twitter.com/#!/KouzesPosner> (@KouzesPosner) Twitter- J. Kouzes/B. Posner

*If you have questions about other leadership opportunities available, please send your inquiry to: leadership@ashford.edu.

Program Outline

| Week | Topic | Assignment | Outcomes |
|--------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1, 2 | TLC Overview | <i>Read:</i> Preface & Part 1: What Leaders Do What Constituents Expect <i>Activity:</i> X <i>Discussion:</i> Reflection Questions | 1 |
| 3, 4 | Practice 1. Model the Way | <i>Read:</i> Part 2: Model the Way <i>Activity:</i> Values Sort <i>Discussion:</i> Reflection Questions | 2, 3 |
| 5, 6 | Practice 2. Inspire a Shared Vision | <i>Read:</i> Part 3: Inspire a Shared Vision <i>Discussion:</i> Reflection Questions <i>Activity:</i> Complete LPI Personal Assessment <i>Facilitator:</i> Direct student to “tools & resources” box on right hand side of LPI Portal for PDF copies of workbooks. | 4, 5 |
| 7, 8 | Practice 3. Challenge the Process | <i>Read:</i> Part 4: Challenge the Process <i>Discussion:</i> Reflection Questions <i>Activity:</i> Follow up with LPI observers; Send reminder to complete assessment through LPI Portal. | 6, 7 |
| 9,10 | Practice 4. Enable Others to Act | <i>Read:</i> Part 5: Enable Others to Act <i>Discussion:</i> Reflection Questions <i>Activity:</i> Review LPI Report <i>Facilitator:</i> PDF Print and distribute LPI reports to participants through LPI Portal. | 8 |
| 11, 12 | Practice 5. Encourage the Heart | <i>Read:</i> Part 6: Encourage the Heart <i>Discussion:</i> Reflection Questions Guest Speakers/Webinars | 7, 9 |
| 13, 14 | Committing | <i>Read:</i> Part 7: Leadership for Everyone <i>Discussion:</i> Reflection Questions REMINDER: Reflection due Week 15! Guest Speakers/Webinars | 1, 10 |
| 15 | Reflection | <i>Activity:</i> Final Reflection DUE Capture “what have you learned?” Use LPI report and reading/lecture to review personal leadership development | 1, 10 |

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Topic Breakdown

The Leadership Challenge® (TLC) Overview (Week 1 & 2)

Module Objectives

At the end of this module, participants will be able to:

- Identify the common actions leaders take to get extraordinary things done in organizations.
- Name and describe The Five Practices of Exemplary Leadership®.
- Explain the meaning of the statement, “Leadership is everyone’s business” in their own terms.

Description

The TLC Overview is where the program gets started, explain the process and logistics, and build rapport among participants. Participants will begin to lay the groundwork for discussion of leadership through the reflection questions. The moderator will introduce participants to The Five Practices.

Discussion: Welcome

- Introductions: Please write your name, location, time you have spent with Ashford University and why you applied to take part in the Leadership Challenge. To make it interesting, please share a unique fact about yourself. In order to create collaboration with your peers, please respond to at least 3 of your peers introductory posts.

Discussion: Reflection Questions

Submit responses by the end of Week 1

Respond to at least 3 participants by end of Week 2

- What is your personal definition of leadership? (Discuss and respond to 3 other definitions posted)
- Think about someone in your life that you consider to be a leader. What makes this person a leader? Discuss your experiences with this person. How do they make you feel when you are working with them? What leadership attributes does this person exhibit?
- Describe an instance of your best leadership experience.
- What makes you a leader? What behaviors or traits do you use to show your leadership?

Practice 1. Model the Way (Week 3 & 4)

Module Objectives

At the end of this module, participants will be able to:

- Articulate the values that will guide their actions as leaders.
- Present examples of how they can align their stated values with their everyday leadership behavior.
- Explain why credibility is the foundation of leadership.
- Provide a behavioral example of “credible” leadership.

Description

The second module is designed to help participants execute the two commitments of Model the Way—Find Your Voice and Set the Example. After the moderator introduces the commitments, participants identify what people most admire in leaders and can discuss the importance of credibility as the foundation of leadership. Participants then identify their personal values through the Values Sort activity, examine the connection between clarity of personal values and commitment to an organization, and identify specific actions they can take to model the values they profess.

Facilitator: Instruct participants to complete the Values Sort once it is uploaded.

Student Directions: Please complete steps 1 and 2 of the Values Sort activity during Week 3; Use the reflection questions to guide discussion.

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Discussion: Reflection Questions

Submit responses by the end of Week 3

Respond to at least 3 participants by end of Week 4

- After completing the Values Sort activity, post your values on the discussion board and explain why they are important.
- Where do values come from? What shapes/determines our values?
- How/why might values change over time?
- Are there times when we value something but our actions do not necessarily show it? Explain why you think this occurs.
- Why is it important to “Model the Way”?

Practice 2. Inspire a Shared Vision (Weeks 5 & 6)

Module Objectives

At the end of this module, participants will be able to:

- Describe at least three possibilities for the future of their organization that appeal to higher-order values.
- Clarify and express the higher meaning and purpose to which their constituents aspire.
- Engage others in conversation about their vision of the future for their organization.
- Show constituents how their long-term interests can be realized by enlisting in a common vision.
- Explain what actions they will take to enlist others in a common vision.

Description

This is one of the most powerful models in The Leadership Challenge Model as well as the most difficult to act out in our lives. After introducing the two commitments of Inspire a Shared Vision, Envision the Future and Enlist Others, the moderator defines a shared vision and plays Martin Luther King, Jr.’s “I Have a Dream” speech (Youtube: http://youtu.be/nFcbpGK9_aw) as an example. Encourage participants to post links, videos, or recordings of other influential leaders in order to identify how they have inspired a shared vision. Promote reflection on the topic. Participants should be able to identify three themes in their lives and the higher-order values that give them meaning.

Discussion: Reflection Questions

Submit responses by the end of Week 5

Respond to at least 3 participants by end of Week 6

- Describe your thoughts and feelings after watching Martin Luther King Jr.’s “I Have a Dream” speech.
- What other influential leaders have you heard of or seen that have inspired a shared vision for their constituents?
- Describe a time where you have personally inspired a shared vision. What did it take for others to see the vision you had?
- How do you get others to visualize the goals you have set for an organization/event/task?

Activity: LPI Personal Assessment

What is the *Leadership Practices Inventory (LPI)*?

- A 360-degree assessment instrument which serves as a tool that helps leaders assess the extent to which they actually use the Five Practices so that they can make plans for improvement.
- The LPI is a questionnaire with thirty behavioral statements—six for each of The Five Practices—that takes **10 to 20 minutes** to complete.

Prior to **week 5**, participants will receive an email from Preiffer Assessments. The email address from which to assessment link is normally sent from is: notifications@pfeifferassessments.com. Please be sure to remind

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participants to check both their inbox and spam folder if they have not received an email by the beginning of week five.

If participants are interested in learning more about the LPI assessment they will be taking, please direct them to: <http://youtu.be/U6ocvyk8Ofk> (excuse some of the language as it does not apply to our online community). Once the participant has completed their self-assessment, they have the opportunity to request an unlimited number their peers and colleagues to assess their leadership style anonymously. The website will automatically send your observers a request to complete the questionnaire on your behalf as well as provide a brief description of the LPI and The Leadership Challenge. All the observers' feedback is anonymous.

Once the participants have gained access to their LPI Dashboard, please direct participants to become aware of the “tools & resources” box on right hand side of the screen on the Dashboard. Here they will find PDF copies of the Student Workbook and Student Leadership Development Planner (which we have indicated as required texts) for their use in their final reflection.

When inviting observers to assess the participant’s leadership style, we suggest tailoring a personal invitation:

“I am participating in The Leadership Challenge at Ashford University’s Pilot Program. As part of the program, I am taking the Student LPI (leadership practices inventory). This inventory includes anonymous responses from observers. I have identified you as an observer, and invite you to take a few moments to complete the observer survey, because we have had the opportunity to work closely together on several occasions. You will receive this invitation via email from notifications@pfeifferassessments.com.

Thank you in advance for your time! Please let me know if you have any questions, comments or concerns from me.

Here is more information about The Leadership Challenge:

This program is designed to aid the student in developing a conceptual understanding of The Leadership Challenge® Model while providing knowledge of and practical application of The Five Practices of Exemplary Leadership®. This workshop will introduce leaders to the Five Practices of Exemplary Leadership® that transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. Participants will evaluate and openly share personal experience in relation to The Five Practices of Exemplary Leadership® as well as identify professional and academic goals.

Through course readings, discussions, and a final reflective paper, participants will evaluate their experiences using the Model, while further developing their leadership skills. This program is designed more to instill a knowledge base of The Leadership Challenge® Model and promote student engagement online as well as raise awareness and develop action plans for any academic, personal, or professional experience in relation to the Model.

Millions of leaders world-wide have used and now rely on Kouzes and Posner's The Leadership Challenge® in order to assess/build their leadership skills and undertake the journey to success and significance.

*See page appendix for LPI Sample

Practice 3. Challenge the Process (Weeks 7 & 8)

Module Objectives

At the end of this module, participants will be able to:

- In the context of shared vision and values, question the way things are currently being done in their organizations.
- Set up a process for looking for new ideas outside the boundaries of their organization.

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- Apply the concept of “small wins” to one of their leadership initiatives.
- Create a climate in which people are willing to take risks.
- State actions they can take to help others learn from mistakes.

Description

In this module, participants improve their capacity to execute the two commitments of Challenge the Process—Search for Opportunities and Experiment and Take Risks. Participants identify ways they can take the initiative in questioning the way things are being done in their organizations, and they learn to put change in the context of vision and values to make it meaningful. They discover that the most innovative ideas often come from outside of themselves and their organizations. Participants learn the concept of “small wins” and identify ways they can build a climate of learning from mistakes. If possible, they engage in an experiential activity that helps them understand what it takes to create a climate that is conducive to taking risks.

Discussion: Reflection Questions

Submit responses by the end of Week 7

Respond to at least 3 participants by end of Week 8

- Describe a moment in your leadership experience where you questioned the way things were operating in your organization.
- Describe a method of how you can generate “small wins” to accomplish a task.
- Are you comfortable with challenging your process?
- How can you encourage others to “challenge the process”?

Activity: LPI Personal Assessment

Remind participants to follow up with LPI observers.

Once logged in to the LPI Dashboard, participants should be able to view their completed assessment on the homepage or by clicking on “all assessments”. Under the self assessment they will see the date they completed the assessment, who the administrator of the assessment is, and the responses/observers. To the direct right of “responses/observers” participants have the option to click on “manage” highlighted in blue. They can resend the invitation to selected observers, add more observers, or select “remind all” at the bottom of their list.

It is common that not all observers will complete the observer assessment for the student. Do not let that discourage the participant. This is why it is suggested to send a personal invitation to assess the participant and send reminders.

Practice 4. Enable Others to Act (Weeks 9 & 10)

Module Objectives

At the end of this module, participants will be able to:

- Identify the actions leaders take that make people feel powerful and those that make them feel powerless.
- Describe several actions they can take to strengthen others in their organization.
- Determine how competent and confident members of their team are in being able to deal with the challenges they now face.
- Design one new method that promotes collaborative behavior in their organization.
- Write a cooperative goal for their team.
- Describe actions that hinder and actions that facilitate collaborative behavior.

Description

In this module, participants will learn the importance of involving others in getting things done. The module begins with an introduction of the commitments, Fostering Collaboration and Strengthening Others and

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discusses how to get people to believe that work matters. Participants examine the impact that the behavior of others can have on our self-esteem and our desire to participate. Finally, participants will learn what they can do to develop cooperative goals and help team members feel more competent and confident.

Discussion: Reflection Questions

Submit responses by the end of Week 9

Respond to at least 3 participants by end of Week 10

- Describe a leader who you believe exhibits the ability to “enable others to act” effectively. What types of things do they do to get their point across?
- Recall a time where you were able to “enable others to act” what did you do? What was the reaction you received?
- What road-blocks might you face when creating this positive atmosphere?

Practice 5. Encourage the Heart (Weeks 11 & 12)

Module Objectives

At the end of this module, participants will be able to:

- Design an event that celebrates the accomplishment of one of their team’s milestones.
- Create a variety of ways they can say “thank you” to the members of their team.
- Tell stories that recognize the contributions of others.
- Describe behavior that needs to be recognized.
- Given a specific situation, identify the most appropriate way of rewarding and recognizing an individual’s accomplishments.

Description

This module focuses on the value of Encourage the Heart and helps participants identify the reasons they are not engaging in this practice’s behaviors more frequently. Participants will have the opportunity to explore what it takes for recognition to be meaningful or special.

Discussion: Reflection Questions

Submit responses by the end of Week 11

Respond to at least 3 participants by end of Week 12

- What has a leader you admire done to validate your work?
- What have you done as a leader to encourage and validate others work?
- Is it the sole responsibility for the president of an organization to be encouraging the hearts of the organization?

Committing (Weeks 13 & 14)

Module Objectives

At the end of this module, participants will be able to:

- Produce a plan for sharing their vision and values with their team.
- Produce a plan for discussing their leadership strengths and areas for improvement.
- Describe the actions they will take to improve as a leader in each of The Five Practices.
- Describe several actions they can take to continue their leadership development.

Description

This module helps participants clarify and communicate their values and visions and identify actions they can take to continue their development as leaders. Participants will begin to summarize what they have learned about their leadership capabilities; identify at least one short-term and long term goal they plan to work on after the program’s end; plan the way they are going to share their vision and values with their colleagues.

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Discussion: Reflection Questions

Submit responses by the end of Week 13

Respond to at least 3 participants by end of Week 14

- Without sharing too much, what have you learned about your leadership capabilities?
- How do you plan on sharing your vision and values with colleagues and constituents alike?
- Please present your colleagues with at least one short-term and long term goal to improve your work within one of the practices.

Reflection (Weeks 15)

Module Objectives

At the end of this module, participants will be able to:

- Use the information they have gained from the program and reflect on what they have learned.
- Find ways to incorporate the Five Practices into their final projects, interactions, and lives in general.
- Understand and articulate the content of their LPI & apply the content to current/future employment.

Description

This final week serves as an additional “committing” week. Participants will have this week to review and reflect on the information they have received from the program. This includes: reading, lecture, guest speakers, webinars, and the LPI.

Assignments

Submit by the end of Week 15

- Use the PDF copy of the “Student Leadership Practices Inventory: Student Workbook” while you review your LPI report.
- Before completing your final reflection project, review the PDF copy of the “Student Leadership Planner: An Action Guide to Achieving your Personal Best”
- Personal Reflective Project: This is a personal reflection project where participants can write a paper, film a video, create a photo collage with a short description, etc. Participants can display their final reflection any way they please as long as it aligns with the objectives of the program and the university. Participants have the opportunity to display what they have learned from this program and how they plan on applying these concepts. This will be graded as a pass/fail based on completion. Submit your final reflection via email to leadership@ashford.edu.

Some ideas or questions you may ask for this can include:

- Applying the Five Practices to social interactions with peers, colleagues, or co-workers and journaling about the experience.
- Creating a photo collage of ways you have/will use the Five Practices in everyday life.
- Use photos to depict what you understand about each Practice.
- What does the Leadership Challenge mean to you?

Final reflective projects may be used in print or electronic media, including but not limited to video, television, computer, and newspaper, for the purpose of highlighting the Ashford University leadership program and the Leadership Challenge. If you do not consent and release Ashford University from all claims regarding the use of your likeness, please indicate in writing with your submission.

*Have participants submit a media release from to the program facilitator.

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Appendix

Values Sort Activity

Directions: Step 1- Using the following list of values, please begin by **circling** the values that have a high importance in your life and **underline** those that do not have as high of an importance.

Step 2- **Cross out** the values you have **underlined**. From the values you have **circled**, choose your top 5 values. Identify these with a **star**.

| | |
|---------------------|--------------------|
| Achievement/Success | Humor |
| Autonomy | Independence |
| Beauty | Innovation |
| Challenge | Intelligence |
| Communication | Love/Affection |
| Competence | Loyalty |
| Competition | Open-mindedness |
| Courage | Patience |
| Creativity | Power |
| Curiosity | Productivity |
| Decisiveness | Prosperity/Wealth |
| Dependability | Quality |
| Discipline | Recognition |
| Diversity | Respect |
| Effectiveness | Risk-taking |
| Empathy | Security |
| Equality | Service |
| Family | Simplicity |
| Flexibility | Spirituality/Faith |
| Friendship | Strength |
| Freedom | Teamwork |
| Growth | Trust |
| Happiness | Truth |
| Harmony | Variety |
| Health | Wisdom |
| Honesty/Integrity | _____ |
| Hope | _____ |

Adapted from Kouzes, J. & B. Posner. *The Leadership Challenge Workshop Facilitator's Guide* (2007). 3rd edition, revised. San Francisco: Pfeiffer.

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BUDGET for Student Affairs

LPI

Discount Schedule

| Licenses | Cost Per Leader |
|----------|-----------------|
| 1-9 | \$20 |
| 10-24 | \$18 |
| 25-49 | \$17 |
| 50-99 | \$16 |
| 100-249 | \$15 |
| 250-499 | \$14 |

Orders of 500 or more, call toll free 1-866-888-5159.

Proposed Public Relations Strategies

A. Tools

Email | leadership@ashford.edu

Facebook | The Leadership Challenge at Ashford University (<https://www.facebook.com/TLCAshfordU/>)

Twitter | @TLCashfordU

*Use Saints logo



B. Marketing

- **Facebook:** Announcing program and eligibility
- **Twitter:** Announcing program and eligibility
- **Email:** To all students announcing program and eligibility.
- **Informational:** Webinar or video explaining program.

Proposed Information to be Distributed:

Ashford University would like to announce that The Leadership Challenge® Pilot Program will now be offered to students!

Backed by 25 years of original research and data from over 3 million leaders, The Leadership Challenge® is a leadership development program by bestselling authors Jim Kouzes and Barry Posner. Approaching leadership as a measurable, learnable, and teachable set of behaviors.

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Students interested must have completed **at least 12 Ashford credits** and have a cumulative 3.0 **GPA** or above in order to be considered for a randomized selection. Because this is a pilot program, selection will be based on randomization from students who send an email response to the question below to leadership@ashford.edu.

The selection team will randomly select 40 students from which they will select 20 participants based on their response to the following question: “How would participation in this program help you achieve your personal and professional goals?” Responses may not exceed 500 words.

More information on The Leadership Challenge® can be found at www.leadershipchallenge.com

Sample Selection Email Notification

DATE
NAME

Congratulations! Based on your application, you have been selected to participate in The Leadership Challenge pilot program at Ashford University. We are excited to launch this program exclusively to our online student community.

Backed by 25 years of original research and data from over 3 million leaders, The Leadership Challenge® is a leadership development program by bestselling authors Jim Kouzes and Barry Posner. Approaching leadership as a measurable, learnable, and teachable set of behaviors.

This program is designed to aid you in developing a conceptual understanding of The Leadership Challenge® Model while providing knowledge of and practical application of The Five Practices of Exemplary Leadership®. This program will introduce you to the Five Practices of Exemplary Leadership® that transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards.

Through program readings, discussions, and a final reflective project, you will have the opportunity to evaluate your experiences using the Model, while further developing your leadership skills. This program is designed more to instill a knowledge base of The Leadership Challenge® Model and promote student engagement online as well as raise awareness and develop action plans for any academic, personal, or professional experience in relation to the Model.

We will be contacting you over the next week with a syllabus and information on how to access the program E-college site.

Again, congratulations on serving as a pioneer for The Leadership Challenge program at Ashford University!

Sincerely,

Name
Title
Legitimacy | Trained Facilitator for The Leadership Challenge®

Email: leadership@ashford.edu | Phone: (555)555-555

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Resume Blurb | The Leadership Challenge® Workshop at Ashford University

Q: *Should I include The Leadership Challenge® on my résumé? If so, how?*

A: Yes! We recommend listing your participation under “Activities & Honors” or a comparable section. A sample listing is provided below.

The Leadership Challenge® Workshop, Ashford University

SEASON YEAR

A unique, intensive and highly interactive program that has served as a catalyst for profound leadership transformations in organizations of all sizes and in all industries. Participants experience and apply The Five Practices of Exemplary Leadership.

Remember: Be prepared to speak about the value of the experience and model: it’s based on two decades of research, it’s the basis of many Fortune 500 company leadership development programs, and the value of the public workshop is approximately \$1,500!

Sample Letter of Completion



DATE

Dear Joe Saint:

Congratulations! You have completed The Leadership Challenge® at Ashford University! There is no doubt that you are receiving an outstanding education! Therefore, it is very impressive that you have chosen to take advantage of this co-curricular opportunity at Ashford University; you have demonstrated outstanding initiative by pursuing leadership development beyond the classroom.

The world presents no shortage of opportunities and challenges, and I have no doubt that today’s Saints—that’s you!—will accomplish outstanding things in the years and decades to come. Remember that The Leadership Challenge® encourages us to identify and genuinely apply our values; in fact, the most successful leaders are those who understand their values and act in accordance with them. As you continue to develop as a citizen and leader, I hope that you will continue to explore and remain loyal to your individual values.

Please set aside some time in the coming weeks—at least an hour—to reviewing your Leadership Practices Inventory (LPI) results once again. Remember that the LPI provides a snapshot of your leadership behaviors—not your leadership potential! Review your LPI results with the knowledge that you can improve on all 30 behaviors with intentional practice. And take some time to focus on what you’re already doing well and capitalize on those strengths. If you have any questions about the interpretation of your LPI results, please do not hesitate to contact me personally to make a telephone appointment.

Pilot: The Leadership Challenge® at Ashford University

I want to remind you that The Leadership Challenge® is based on more than twenty years of research. The Leadership Practices Inventory assessment alone is backed by the analysis of 100,000 survey responses collected from around the globe. In addition, since its original publication, The Leadership Challenge text has been translated into 12 languages and the leadership model at its core has been focus of more than 350 doctoral dissertations!

While leadership training often does yield immediate results, it is also the commencement of a life-long journey of personal development. This program has equipped you with the tools you need to continually assess your skills and develop as a leader. I am confident that you will discover and create great successes in the future. Please accept my sincere thanks for your participation in The Leadership Challenge® at Ashford University, and please do not hesitate to contact me personally if I can ever be of assistance in the future.

Sincerely,

Name

Title

Legitimacy | Trained Facilitator for The Leadership Challenge®

Email: leadership@ashford.edu | Phone: (555)555-555

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Sample Certificate of Completion



Pilot: The Leadership Challenge® at Ashford University

Sample Letter of Recommendation



DATE

To Whom It May Concern:

It is a pleasure to be writing this letter of recommendation for **Jane Saint**. As a participant in The Leadership Challenge program at Ashford University, **Jane** completed an extensive leadership training program over the span of 15 weeks. I had the privilege of getting to know **Jane** through **her** involvement in the Program where I serve as the **Program Coordinator**.

This program is designed to aid the student in developing a conceptual understanding of The Leadership Challenge® Model while providing knowledge of and practical application of The Five Practices of Exemplary Leadership®. This program introduces leaders to the Five Practices of Exemplary Leadership® that transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards.

Through course readings, discussions, and a final reflective project, participants evaluate their experiences using the Model, while further developing their leadership skills. This program is designed more to instill a knowledge base of The Leadership Challenge® Model and promote student engagement online as well as raise awareness and develop action plans for any academic, personal, or professional experience in relation to the Model.

Throughout the duration of this program **Jane** has proven **herself** to be among the most ambitious and motivated student leaders at our University. **Jane** was selected out of a pool of over **2000** student leaders based on **her** academic abilities, leadership potential, and a strong desire to join The Leadership Challenge program. During the selection process **Jane's** passion and leadership capabilities were immediately apparent. **She** exhibited enthusiasm to learn something new that would benefit her future throughout **her** application.

Jane was a pioneering student leader of The Leadership Challenge program and voluntarily dedicated over four hours per week for 15 weeks to learning and developing methods of incorporating The Five Practices of leadership development into **her** personal and professional life. **Jane** did an outstanding job completing the program training and reflecting on methods to incorporate what **she** learned to her life. **Her** passion and never-ending dedication to elevating **herself** and **her** peers to higher levels of success was exactly what we were looking for in the participants for this program.

Through **her** involvement in The Leadership Challenge program **Jane** has proven to be among the most passionate and motivated student leaders I have had the privilege of working with during my career. **Her** ability to accept the amount of work we require in the program and comprehend the topics in detail has been incredibly impressive. **I strongly believe that Jane would serve as a strong addition to your organization. She would be able to train, supervise, and develop high quality employees to meet company standards. Her organizational skills, time management and strong interpersonal skills are ideal for management responsibilities.** I have no doubts that **she** would be highly successful in a role where **she** can support and guide employees to reach mutual goals. Working with **her** has been both motivating and inspiring. The University is incredibly grateful to have **Jane** as a member of our community.

Pilot: The Leadership Challenge® at Ashford University

I can firmly say The Leadership Challenge program would not have been as much of a success if it wasn't for everything that Jane has contributed. If you have any questions regarding Jane's leadership abilities or her experience with The Leadership Challenge program, please do not hesitate to contact me.

Sincerely,

Name

Title

Legitimacy | Trained Facilitator for The Leadership Challenge®

Email: leadership@ashford.edu | Phone: (555)555-555

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Assessment

Demographic Information- Depending on the need for the program. It may be important to collect demographic information on the participants for the pilot program.

Sample using the Motivated Strategies for Learning Questionnaire Manual (MSLQM)

| | | | | |
|---------------------------------------------------------|------------|-----------|---------|----------|
| 1. Gender (circle one) | Male | Female | | |
| 2. What year did you graduate from high school? | _____ | | | |
| 3. Program level (circle one) | Associates | Bachelors | Masters | Doctoral |
| 4. Class level (circle one) | Freshman | Sophomore | Junior | Senior |
| 5. How many hours per week do you work for pay? | _____ | | | |
| 6. How many courses are you currently enrolled in? | _____ | | | |
| 7. How many hours a week do you study for your courses? | _____ | | | |

Student Evaluation (What measures will you use to help students measure their learning and development?)

Program Evaluation (How will you measure the success of the program?)

The Leadership Challenge® at Ashford University Pilot Program

FAQ

1. What is The Leadership Challenge?

At Ashford University, The Leadership Challenge is currently a pilot leadership development program for our online student community. This program will introduce leaders to the Five Practices of Exemplary Leadership® that transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. The Leadership Challenge is about how leaders mobilize others to want to get extraordinary things done. It's about the practices leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards.

2. What makes a student eligible to get involved with this program?

Pilot: The Leadership Challenge® at Ashford University

Students interested in participating must have completed at least 12 Ashford credits and have a 3.0 GPA or above in order to be considered for a randomized selection.

3. How are students selected to participate in this program?

Because this is a pilot program, selection for The Leadership Challenge® at Ashford University will be based on randomization from students who send an email response to the question below to leadership@ashford.edu. The selection team will randomly select 40 students from which they will select 20 participants based on their response to an essay question. Students selected to participate in the program will be notified via email.

4. Is there a cost associated with this program?

There is currently no cost associated with The Leadership Challenge at Ashford University.

5. What can I expect to learn while participating in The Leadership Challenge at Ashford University?

This program is designed to aid the student in developing a conceptual understanding of The Leadership Challenge® Model while providing knowledge of and practical application of The Five Practices of Exemplary Leadership®. Participants will evaluate and openly share personal experience in relation to The Five Practices of Exemplary Leadership® as well as identify professional and academic goals.

6. What are the benefits of completing this program?

The Leadership Practices Inventory (LPI)

- Participants will have the opportunity to complete a 360-degree self assessment. This is a questionnaire with 30 behavioral statements—six for each of The Five Practices. Leaders complete the LPI-Self, rating themselves on the frequency with which they think they engage in each of the 30 behaviors and have the opportunity to have other individuals (indicated as observers) do the same. Observers can indicate their relationship to the participant, but all observers' feedback is reported anonymously.
- Participants will also have the opportunity to retake the assessment with new observers after the program completion to compare their progress through The Five Practices.

Access to The Leadership Challenge Resources

- PDF copies of workbooks (LPI Student Workbook & the Student Leadership Planner) and other resources will be provided to participants for continual reflection and learning.

Letter of Recommendation & Letter of Completion

- Upon completion, participants have the opportunity to request a letter of recommendation from the program coordinator in relation to your accomplishment with The Leadership Challenge.
- Upon completion, you will receive a personalized letter of completion which can be used in portfolios and recognizes your accomplishment.

The Leadership Challenge Printed Certificate

- A certificate of completion suitable for framing will be sent at the end of the program to its participants.

7. Why does the program include in the LPI? What does it do for students?

The program includes the LPI assessment in order to provide participants with the opportunity to assess their current leadership practices. It provides a tool that helps leaders assess the extent to which they actually use the Five Practices so that they can make plans for improvement.

8. Is this program offering course credit?

This is a program that is housed in an E-College where students will not receive any course credit.

Pilot: The Leadership Challenge® at Ashford University

9. How long is the duration of this program?

This program is designed to facilitate learning The Leadership Challenge over 15 weeks.

10. How much of a time commitment will the participation in the program need?

Since this is currently a pilot program, we are not certain how much of a time commitment the program will need. We guesstimate participation will be a few hours a week.

11. What is the Student-Leadership Practices Inventory (LPI)?

The LPI is a questionnaire with thirty behavioral statements—six for each of The Five Practices—that takes 10 to 20 minutes to complete. Leaders complete the LPI-Self, rating themselves on the frequency with which they think they engage in each of the thirty behaviors. Five to ten other people complete the LPI-Observer questionnaire, rating the leaders on the frequency with which they think they engage in each behavior. Respondents can indicate their relationship to the leader—manager, co-worker or peer, direct report, or other observer—but, with the exception of the leader's manager, all the observers' feedback is anonymous.

12. What is the goal of The Leadership Challenge at Ashford University?

The goal of The Leadership Challenge at Ashford University is to provide participants with the opportunity to learn new facets of leadership development. Using the empirical research from which The Leadership Challenge is backed by, students have the opportunity to learn about the Five Practices and develop strategies to implement them in their everyday lives.

13. What if I cannot answer a question for a student?

If you are unable to answer a question for a student, please ask them to contact Student Affairs directly at leadership.ashford.edu.

Pilot: The Leadership Challenge® at Ashford University

References

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