
The Leadership Challenge

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Model the way

Clarify Values by finding your voice and affirming shared values
Set the example by aligning actions with shared values



Inspire a shared vision

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



Challenge the process

Search for opportunities by seizing the initiative and looking outward for inspiration
Experiment and take risks by consistently generating small wins and learning from failures



Enable others to act

Foster collaboration by building trust and facilitating relationships
Strengthen others by increasing self-determination and developing competence



Encourage the heart

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

In 2015....

29 Adult Education Directors completed the self-assessment. The area of greatest opportunity was in the categories of Inspire a Shared Vision and Encourage the Heart.

“I describe a compelling image of what our future could be like” had the lowest rating overall. (Roy 2015)

Model the Way



Model the Way: LPI

1. I set a personal example of what I expect of others.
6. I make certain that people adhere to the principles and standards that have been agreed upon.
11. I follow through on the promises and commitments that I make.
16. I ask for feedback on how my actions affect other people's performance.
21. I build consensus around a common set of values for running our organization.
26. I am clear about my philosophy of leadership.



Clarify Your Values

Values are principles that are intrinsically important to us, and it's unlikely that we will easily change them. Your values are fundamental beliefs that guide your decisions and actions. It's absolutely essential that you are clear about and mindful of those values, because your credibility depends on it. (pg.28).

What values and what actions are important to you in creating a climate in which you feel both happy and successful? What do I stand for? What are the principles that guide me in my day-to-day work and keep me here in this job, doing this work, and supporting these people?

Inspire a Shared Vision



Inspire a Shared Vision: LPI

- 2. I talk about future trends that will influence how our work gets done.
- 7. I describe a compelling image of what our future could be like.
- 12. I appeal to others to share an exciting dream of the future.
- 17. I show others how their long-term interests can be realized by enlisting in a common vision.
- 22. I paint the “big picture” of what we aspire to accomplish.
- 27. I speak with genuine conviction about the higher meaning and purpose of our work.

IMAGINE

A mosaic artwork on a dark surface. The central element is a large circle composed of small, light-colored mosaic tiles. Inside this circle, the word "IMAGINE" is written in a bold, black, serif font. Surrounding the central circle is a sunburst pattern, where dark, thick lines radiate outwards from the circle's edge, creating a series of triangular and polygonal shapes. The spaces between these dark lines are filled with the same light-colored mosaic tiles as the central circle. The overall composition is symmetrical and visually striking due to the contrast between the dark lines and the light mosaic.

Picture yourself, your team, and your organization after your vision has been implemented and practiced. It has been successful beyond your wildest dreams. Describe what you see and hear in detail by responding to the questions and instructions below....(pg 52-54 Leadership Challenge workbook 7th edition)

- **What are people saying?**
- **What are people doing?**
- **How are people feeling?**
- **What positive things are happening as a result?**

Challenge the Process



Challenge the Process: LPI

- 3. I seek out challenging opportunities that test my own skills and abilities.
- 8. I challenge people to try out new and innovative ways to do their work.
- 13. I actively search for innovative ways to improve what we do.
- 18. I ask “What can we learn?” when things don’t go as expected.
- 23. I identify measurable milestones that keep projects moving forward.
- 28. I take initiative in anticipating and responding to change.

Reverse Pyramid



You'll need to build the pyramid in reverse, starting from the top cup and working down. You can only lift your pyramid by the bottom row in order to put a new row underneath – and only one person at a time can do the lifting. The remaining group members will need to act quickly and work together in order to add the next row so that it will balance the rest of the pyramid.

Enable Others to Act



Enable Others to Act: LPI

- 4. I develop cooperative relationships among the people I work with.
- 9. I actively listen to diverse points of view.
- 14. I treat others with dignity and respect.
- 19. I involve people in the decisions that directly impact their job performance.
- 24. I give people a great deal of freedom and choice in deciding how to do their work.
- 29. I ensure that people grow in their jobs by learning new skills and developing themselves.

Encourage the Heart



THE ESSENTIALS OF ENCOURAGE THE HEART: LPI

5- I praise people for a job well done

10- I make it a point to let people know about my confidence in their abilities.

15- I make sure that people are creatively recognized for their contributions to the success of our projects.

20- I publicly recognize people who exemplify commitment to shared values.

25- I tell stories of encouragement about the good work of others.

30- I get personally involved in recognizing people and celebrating accomplishments.

Employee Recognition Ideas

The screenshot displays the Kudoboard interface with several recognition messages:


- Message 1:** "I will miss you, Monique. You came in with such a collaborative spirit that I hope some of that stays. I wish you luck with whatever you choose to do next. You will be a strong asset to any organization! Take care, Shirley." - From Shirley Wright. Includes a share icon.
- Message 2:** "Monique, I had a great time getting to know you when we were helping a student in your program take our first Hybrid CNA class. We learned a lot together! You were always looking to create opportunities for your local partners and help your students as much as possible. Your energy and ideas for the state were much appreciated and we will all miss you. Take care, and you know where to find me, just don't use your GPS again the next time you drive from Lincoln to Houlton! Thank you for your leadership!" - From Joe Fagnant. Includes a share icon.
- Message 3:** "I HAVE NO DOUBT ABOUT IT: THIS CHAIR WILL MISS YOU" - And so will More Adult Education! Keep in touch! - Lisa. Includes a share icon.
- Message 4:** "Monique, You brought such a great skill set and personality to the State Director position. Your inclusiveness and thoughtful leadership showed how much you cared for the field and learners. Be well, take care of yourself." - Lisa Robertson. Includes a share icon.
- Message 5:** "Monique, It was such a delight to work with you. Your enthusiasm for..." - Includes a share icon.

Additional elements include a "Share" button at the top, a "Sign In" and "Register" button in the top right, and a URL "https://www.kudoboard.com" at the bottom left.

[Kudoboard website](https://www.kudoboard.com)

Appreciation vs Recognition





And the winner
is....
