The Leadership Challenge

Maine Adult Education Conference

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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 in Experiment and take risks by consistently generating small wins and learning



Enable others to act

Foster collaboration by building trust and facilitating relationships

Strengthen others by increasing self-determination and developing compe



Encourage the heart

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

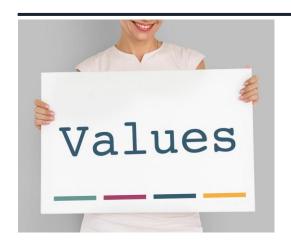
Model the Way



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.

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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.

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Envision the Future

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

- 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.

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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.

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Power Profiles

Team Member Name:	Role	Strengths and skills	Training and support	Opportunities for greater responsibility	Information Needed	Opportunities for collaboration	Areas for Growth

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.

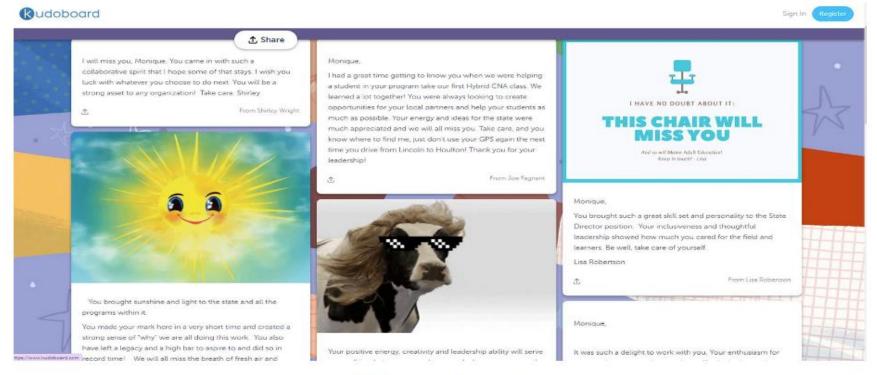
15- I make sure that people are creatively recognized for their contributions to the success of our projects.

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



Kudoboard website

Appreciation vs Recognition



