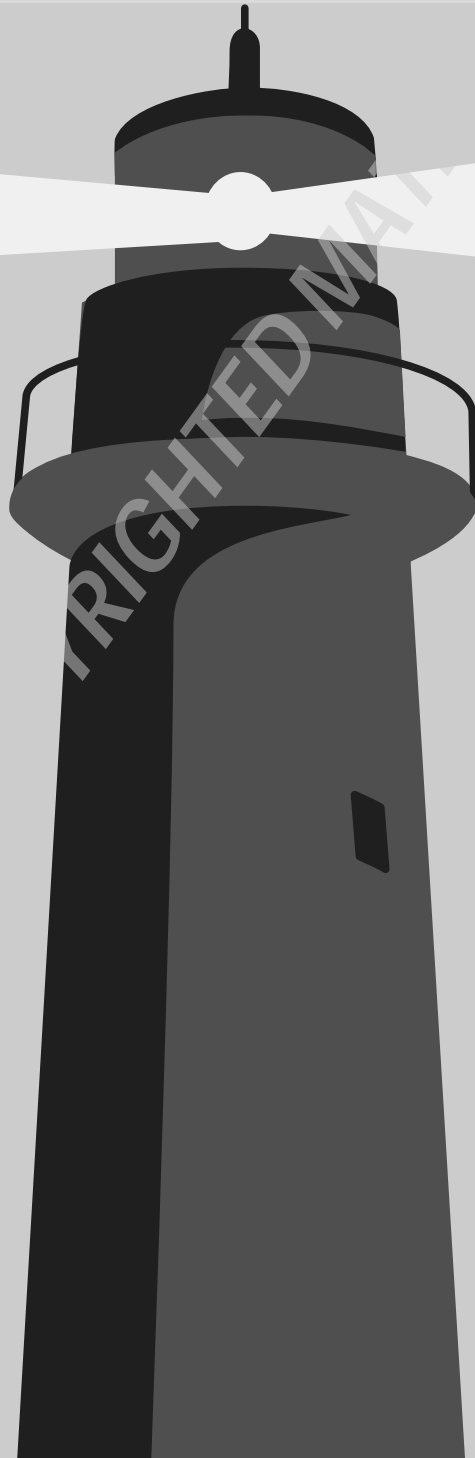


PART I

Preparing to Conduct LPI Training





CHAPTER 1

Introduction: Leadership Is Learned

When we started researching leadership in the early 1980s, we purposely focused on how ordinary people lead others in accomplishing extraordinary things. We have consistently chosen not to focus on famous people in positions of power—be they military, political, business, community, or movement leaders—who make headlines. Instead, we’ve always wanted to know what the vast majority of leaders do—those ordinary people who get extraordinary things done in organizations.

We believed that the results of our research would dispel two popular myths about leadership: First, that leadership is an innate quality people are born with, and second, that only a select few can lead successfully. We concentrated on people in middle management whose daily lives were on the front lines, leading community and school projects, managing departments, running programs, starting small businesses, opening new sales territories, and expanding product lines—people who were taking the initiative to change their lives, businesses, and communities. These folks could be your colleagues at work, your friends, or your neighbors. They could be *you*.

The results of our research confirmed our beliefs. Leadership is not contained in a gene any more, or any less, than other abilities. Leadership is not a place, and it’s not a position. It’s not a secret code that can only be deciphered by certain people. Leadership has absolutely nothing to do with your position or your status and everything to do with your *behavior*. Leadership is an *observable set of*

skills and abilities that both experienced and novice leaders can use to turn challenging opportunities into remarkable successes. Thus, given the opportunity for feedback and practice, those who really want to learn to lead can substantially improve their abilities to do so.

We've written in great detail about our research findings, including more than one hundred case examples and action suggestions, in our book *The Leadership Challenge*, now in its third edition. We created the *Leadership Practices Inventory* (LPI) and its accompanying materials so that you and your colleagues can benefit from what we've learned. Leadership is everyone's business, and we're on a mission to liberate the leader in each individual. We're delighted you've decided to join us!

LEADERSHIP DEVELOPMENT IS SELF-DEVELOPMENT

Human beings are toolmakers. We're developers of technology and techniques that enable us to be more productive and more successful at everything we do. Mechanics need tools to repair an engine, artists need brushes to paint a portrait, physicists need computers to perform complex calculations. What, then, are the instruments of a leader?

The leader's primary instrument is the self. That's really all we have to work with. It's not the code written by a brilliant programmer, the smart chip inside the personal digital assistant, or the inspiring script from a clever speechwriter that makes us better leaders. It's what we do with our *selves* that makes the difference. The mastery of the art of leadership is the mastery of the self.

Leadership development is self-development. One of your most important tasks as a facilitator is to help participants understand that what they're embarking on is a self-improvement journey. Taking the LPI, reviewing and analyzing the results, and making action plans are only the first steps on that journey. The hard part comes afterwards: Making the behavioral changes that will continually increase their leadership ability. They need to know that their individual journeys

have no single destination. Growing in leadership ability, just like growing in other areas of life, will continue as long as they continue to commit to improvement and follow up with action.

We often ask participants in our workshops to think about a leader from history whom they wish they could have over for dinner and conversation. “If you had this opportunity,” we inquire, “what questions would you ask this person?” Invariably, the questions are variations on a few themes: “What made you believe you could do this?” “What kept you from giving up?” “How did you get the courage to continue?” “What did you do when you were discouraged or afraid?” These questions are all about what was going on inside the person as he or she was experiencing the world. Answering the questions requires a high degree of self-awareness and a serious commitment to self-discovery. That’s really what leadership development is—a journey of self-discovery. You, as the facilitator—or coach, trainer, consultant, or educator—are the leader’s guide on that journey.

WHY 360-DEGREE FEEDBACK IS IMPORTANT

The LPI is designed to give people 360-degree feedback on their leadership behaviors. That feedback is important because leadership is a relationship. Sometimes the relationship is one-to-one. Sometimes it’s one-to-many. But regardless of the number, leadership is always a relationship between those who aspire to lead and those who choose to follow.

The number-one reason leaders succeed in their roles is the quality of the relationships with their constituents, particularly their direct reports. The number-one reason they derail is poor relationships with their constituents. And the number-one reason people voluntarily leave their organizations is that they have relationship issues with their immediate managers.

Just as the best companies are concerned about the quality of their relationships with their customers, the best leaders seek feedback—positive and negative—about how they’re doing in their

relationships with constituents. This type of feedback used to come only from people's managers, when they sat down with their bosses for their annual performance reviews. That appraisal might have been helpful, but it was insufficient to get a complete picture of how they were doing. And, as it turns out from subsequent research, the manager's view is actually less predictive of leadership effectiveness than the views of peers and direct reports.

Leaders have multiple constituents, including internal and external customers, as well as managers, co-workers, and direct reports. Only by getting all these different perspectives can they learn to fully appreciate how they are seen from all angles and all points of view.

As a 360-degree instrument, the LPI captures a complete portrait of leaders. With data from multiple perspectives, they can see where there's consistency and inconsistency, agreement and disagreement, about their strengths and weaknesses. Using this information, they can then determine what and how to improve.

HOW TO USE THIS GUIDE

This guide is primarily designed to help you design and conduct a workshop centered on the *Leadership Practices Inventory* (LPI). You can also use it as a resource for other activities that involve the LPI process, such as conducting one-on-one coaching sessions on leadership.

For example, you can use the LPI process described in this Guide:

1. To conduct a half-day workshop in which a group of people who have taken the LPI learn to analyze their feedback and develop a short-term action plan for improvement
2. As part of a longer workshop in which you more fully explore options for improving in each of The Five Practices
3. As the basis for an expert coaching process in which you work one-on-one with a leader

4. To support a peer coaching process in which leaders meet once a month with others who are using the LPI materials to become better leaders
5. To support individual leaders who are working on their own in preparation for a multi-month or multi-year development effort
6. As part of other leadership development programs

Using the Guide along with the LPI Feedback Report, the *Participant's Workbook*, and other supporting materials, you can conduct a series of learning activities that will enable leaders to:

- Describe The Five Practices of Exemplary Leadership®
- Receive valid, reliable, and useful feedback about the extent to which they engage in each of The Five Practices
- Analyze and interpret their feedback
- See themselves as others see them
- Identify their leadership strengths and opportunities for improvement
- Examine the way people learn to lead
- Write a plan for the next steps in their leadership development
- Integrate the best leadership learning practices into their own routines

WHAT'S IN THE FACILITATOR'S GUIDE

This Guide has three parts. Part I, Chapters 1 through 4, addresses what you need to know and do in order to prepare to conduct an LPI Workshop. Part II, Chapters 5 through 9, guides you through the process of conducting the LPI Workshop, with sample scripts you can use as is or adapt to your own situation. Part III, the Appendixes,

contains materials and information that will be useful in preparing for and conducting the workshop.

Here's a more detailed look at what you'll find in the pages that follow this Introduction. In Chapter 2 we briefly review The Five Practices of Exemplary Leadership®—the fundamentals of leadership that we uncovered in our research and which we discuss at length in our book, *The Leadership Challenge*. We also discuss the origins of the LPI and how it's used.

In Chapter 3 we describe how to administer the LPI, from selecting the people to participate to preparing the LPI Feedback Report. Chapter 4 discusses the process of planning the LPI Workshop itself.

In Chapters 5 through 9, we walk you step-by-step through a typical LPI Workshop. In Chapters 5 and 6, we provide scripts for introducing the topic of leadership to the group and orienting participants to the LPI, including explaining The Five Practices. Chapter 7 contains the information you need to teach people how to understand their Feedback Reports. In Chapter 8, we include the workshop steps for helping participants use the *LPI Participant's Workbook* to analyze their own feedback and develop their short-term action plans. Chapter 9 provides detailed information for the next steps—what leaders need to do after they leave the workshop to continue their development, and what you can do to follow up a workshop.

In Part III, the Appendixes, there is a variety of information and material that you will find useful as you conduct the LPI Workshop, including a short form of the Personal-Best Leadership Questionnaire, copies of the visuals that are included in the LPI Scoring Software, highlights of the psychometric properties of the LPI, sample questions for gathering open-ended feedback, a guide for using the LPI over time, a reading list, and more.

The *LPI Facilitator's Guide* is a tool, and like any tool it needs to fit comfortably in your hands. The more familiar you are with the LPI process and The Five Practices of Exemplary Leadership, the more successful you will be at helping leaders and prospective leaders use the process to begin and continue their development. We encourage you to adapt and customize the information in this Guide to fit your

needs. The more you can bring your own stories and your own experiences, as well as those of the participants, into the process, the more relevant it will be and the more enjoyment it will bring to you and to them. Learning should always be fun. So have fun with this.

Love 'em and lead 'em,

Jim Kouzes

San Jose, California

Barry Posner

Santa Clara, California

January 2003

THE LPI3 COMPONENTS

Component	What It Is	Purpose
LPI Self	Leader version of the thirty-item questionnaire for self-assessment of frequency of use of The Five Practices	Used by leaders to rate themselves on the thirty leadership behaviors.
LPI Observer	Observer version of the thirty-item questionnaire asking for constituent's assessment of a leader's frequency of use of The Five Practices	Used by observers to rate leaders on the thirty leadership behaviors (This is what makes the LPI a 360-degree instrument)
LPI CD-ROM	Computer software program on a CD that enables administrator to enter data from the LPI questionnaires and generate individual and group reports; included with the <i>Facilitator's Guide</i> , as well as visuals for use by facilitator in conducting an LPI Workshop; included with the <i>Facilitator's Guide</i>	Makes it easy to enter, retrieve, and store individual leader LPI data and reports and to track improvement over time. Provides masters of the visuals that are essential to the presentation of The Five Practices model and guiding participants through the analysis and interpretation of LPI data
LPI Feedback Report	The document produced by the <i>LPI Scoring Software</i> that summarizes the data from Self and Observer questionnaires, by practice, by behaviors, and by percentile ranking; optional group and multiple administration reports available	Provides leaders with valid, reliable feedback on their leadership behaviors
<i>LPI Facilitator's Guide</i>	A comprehensive guide that includes information about the development of the LPI, descriptions of The Five Practices, an explanation of the LPI Feedback Report, instructor scripts, and more	Provides detailed information to help a facilitator design and conduct a workshop centered on the LPI
<i>LPI Participant's Workbook</i>	A step-by-step workbook for the participant's use in an LPI Workshop	Provides instructions, information, questions, and forms participants use during a workshop to record their observations and interpretations while they analyze their LPI Feedback Report and to develop their personal action plans of immediate action following an initial LPI feedback session
<i>LPI Leadership Development Planner</i>	A comprehensive workbook that includes tips on best learning practices, developmental ideas for each of The Five Practices, along with progress recording and follow-up action planning guides	Provides a tool leaders—and their coaches—can use after the LPI Workshop to continue their learning and development on an ongoing basis
LPI Online	The online version of the LPI questionnaire administration, completion, and report generation. Includes PDF files of all interpretation and analysis materials	Provide an easy-to-use alternative to LPI questionnaires and the need to enter data by automating the administration and report generation parts of the LPI process
The Five Practices Article	A sixteen-page monograph that presents a concise overview of our model, two case examples, and our overall thoughts on leadership	
<i>The Leadership Challenge Card and Poster</i>	Handy pocket-sized models for desks, organizers, walls, and wallets	A quick reference to the model used in <i>The Leadership Challenge</i> and the LPI