

JAMES | BARRY
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WITH BETH HIGH AND GARY M. MORGAN

THE STUDENT LEADERSHIP CHALLENGE

Student Workbook and
Personal Leadership
Journal

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and Personal Leadership
Journal**

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James Kouzes and Barry Posner

With Beth High and Gary M. Morgan

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THE STUDENT LEADERSHIP CHALLENGE

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**Welcome to
The Student
Leadership
Challenge**

In today's world, there are countless opportunities to make a difference. More than ever before, there is a need for people of all ages, from all backgrounds, with all types of life experiences, to seize the opportunities that can lead to great success. More than ever before, there is a need for leaders to inspire people to dream, to participate, and to persevere.

The Student Leadership Challenge offers everyone the chance to do just that: to take the initiative and make a difference. This challenge is about how student leaders mobilize others to want to make extraordinary things happen in their organizations. 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 how students can create a climate in which people turn challenging opportunities into remarkable successes.

ABOUT THE STUDENT LEADERSHIP CHALLENGE

The foundation of this approach is The Five Practices of Exemplary Leadership model. The model began with a research project in 1983 that asked people, "What did you do when you were at your 'personal best' in leading others?"

Three decades later, The Five Practices of Exemplary Leadership model continues to prove its effectiveness as a clear, evidence-based path to achieving the extraordinary—for individuals, groups, organizations, and communities. It turns the abstract concept of leadership into easy-to-grasp practices and behaviors that can be taught to anyone willing to step up and accept the challenge to lead.

The evidence behind The Student Leadership Challenge supports the core philosophy that leadership is everyone's business. In *The Student Leadership Challenge*, actual case examples of young people who demonstrate each leadership practice and specific recommendations on what people can do to make each practice their own and continue their development as a leader are provided.

HOW TO USE THE STUDENT WORKBOOK

The student leaders we've worked with and learned from have asked us many questions about developing their leadership capabilities. In this *Student Workbook*, we offer a pathway for you to explore what the thirty leadership behaviors that make up The Five Practices of Exemplary Leadership are all about, offer opportunities for you to get some practice engaging with them, and help you define your ongoing leadership development journey.

Throughout the workbook, we often refer to leaders of groups and organizations: these leaders are the students we have studied—not just students in leadership positions, but students just like you who have taken the challenge and worked with others to make

extraordinary things happen in groups and organizations they are part of. We use the terms *groups* and *organizations* to encompass as many examples as possible. You do not need to be part of any official organization for The Student Leadership Challenge to be relevant and useful. The concepts, ideas, and action are equally applicable for groups, committees, formal organizations, and even class projects.

Module 1 introduces our point of view about leadership, reviews the origins of The Student Leadership Challenge, and provides an activity to help you identify the leader within you. It also provides an overview of The Five Practices of Exemplary Leadership model.

Module 2 is about the Student Leadership Practices Inventory (LPI) and provides guidance for getting the most out of your Student LPI report. This module includes an overview of the instrument, help with interpreting the report it generates, and suggested ways to use the results to support your ongoing leadership development journey.

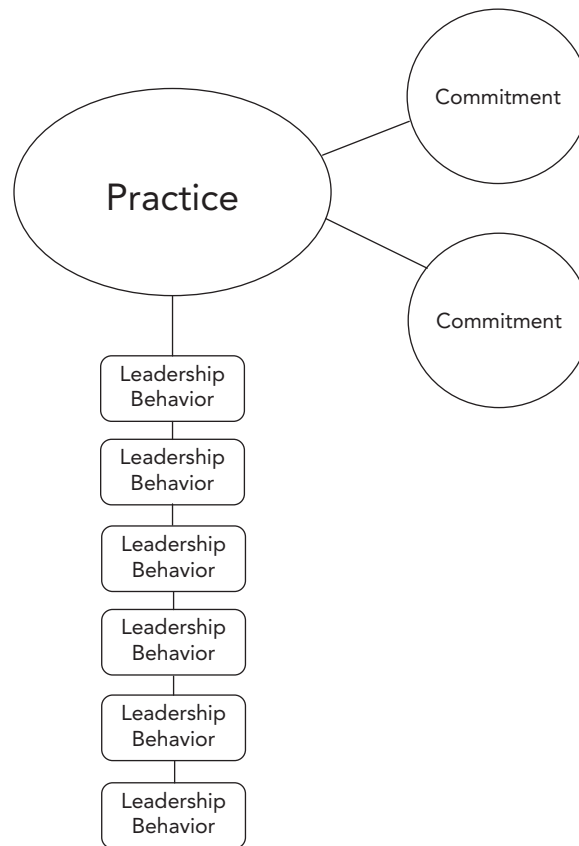
Modules 3 through 7 explore each of The Five Practices in depth. We have designed each of those modules to describe one leadership practice and explain the two essential action components of that practice that student leaders employ to make extraordinary things happen. Collectively, we refer to these actions as the Ten Commitments of Leadership (Figure I.1).

Figure I.1 The Five Practices and Ten Commitments of Exemplary Leadership

Model the Way	1. Clarify values by finding your voice and affirming shared values. 2. Set the example by aligning actions with shared values.
Inspire a Shared Vision	3. Envision the future by imagining exciting and ennobling possibilities. 4. Enlist others in a common vision by appealing to shared aspirations.
Challenge the Process	5. Search for opportunities by seizing the initiative and looking outward for innovative ways to improve. 6. Experiment and take risks by constantly generating small wins and learning from experience.
Enable Others to Act	7. Foster collaboration by building trust and facilitating relationships. 8. Strengthen others by increasing self-determination and developing competence.
Encourage the Heart	9. Recognize contributions by showing appreciation for individual excellence. 10. Celebrate the values and victories by creating a spirit of community.

Source: *The Leadership Challenge*, 5th edition, by James M. Kouzes and Barry Z. Posner. San Francisco: Jossey-Bass, 2012.

Figure I.2 The Five Practices Model Structure



Each module also contains a list of the six leadership behaviors associated with that practice from the Student LPI and ways you can take action to demonstrate the behaviors more frequently. The relationship between The Five Practices, the Ten Commitments, and the thirty behaviors is diagrammed in Figure I.2.

Along the way, we suggest steps to take, sometimes alone and sometimes with others, to build your skills in becoming a better leader. Whether the focus is your own learning or the development of others in your group, you can take immediate action on every one of the recommendations. They require little or no budget and don't require you to have any elaborate or extensive discussions, build consensus among peers, or be preapproved: they just require your personal commitment and discipline.

Module 8, Your Personal Leadership Journal, is designed to support you as you face the challenge of practicing exemplary leadership each day. It walks you through the most effective form of practice: taking deliberate action, reflecting on and learning from the outcome, and taking action again.

It's been said that the education and development of people is the lever to change the world, and we believe this is especially true for you as an emerging leader. In these extraordinary times, there is no shortage of challenging opportunities, and the challenges seem to

be increasing in number and complexity. But remember that all generations confront their own serious threats and receive their own favorable circumstances. The abundance of challenges is not the issue: it's how you respond to them that matters. Through your responses, you have the potential to seriously worsen or profoundly improve the world in which you live, study, play, and work.

By improving your abilities to lead, you will be better able to effect the kinds of positive changes that are needed. You will be better able to make a difference in the quality of your life and the lives of others. We know from our research that you have the capacity to learn to lead and the capacity to make extraordinary things happen. We believe in you, and we thank you for challenging yourself to liberate and develop the leader within.



James M. Kouzes



Barry Z. Posner

MODULE 1
Introduction

CORE PHILOSOPHY OF THE STUDENT LEADERSHIP CHALLENGE

We have found that students struggle with thinking of themselves as leaders. What do you think? Are you a leader? We believe the answer is a resounding “Yes!” Think back to one of your own personal-best leadership experiences. We believe you will see that you already know what it takes to lead others. But knowing is not enough; to become the best leader you can be, you need to practice deliberately and often. Here are eight key concepts that The Leadership Challenge research reveals are true about leadership.

1. Leadership Is Everyone’s Business

Being an effective leader is not limited to a few charismatic young people. It is not a gene or an inheritance. The theory that only a select few can lead others to greatness is just plain wrong. Leadership is not a position or rank, but a responsibility people choose to embrace throughout their lives.

One question that frequently comes up from students is: “If everyone is a leader, then how can everyone be a leader at once? Shouldn’t there be just one leader?” We believe that everyone can be a leader, but that people will make a choice about when they step up to lead based on the values they hold. Commonly there is only one positional leader at a time, but this doesn’t prevent others from taking a leadership role within their area of influence. For example, you might not be the president of your fraternity or sorority, but you certainly can choose to demonstrate leadership behaviors on the committees and groups that are part of that larger organization. You may not be an officer in student government or the captain of a team, but you can take the initiative to start a campaign that will improve the quality of student life. There are also many facets of your life. Your position as head of an organization is not the only place where you can act as a leader. You have opportunities to lead in many different situations: in your home, your school, and your community.

2. Leadership Is Learned

Leadership is a process that ordinary people use when they are bringing out the best in themselves and others. It is an identifiable set of skills and abilities that is available to everyone.

3. Leadership Is a Relationship

At the heart of leadership is the ability to connect with others, understand their hopes and dreams, and engage them in pulling together for a shared dream of the future. Leaders understand that every relationship contributes to their ability to be successful.

4. Leadership Development Is Self-Development

Engineers have computers, painters have brushes and paints, musicians have instruments. Leaders have only themselves: that is their instrument. Committing to liberating the leader within is a personal commitment. The journey begins with an exploration of who you are from the inside out.

5. Learning to Lead Is an Ongoing Process

Learning to lead is a journey, not a single event or destination. You may occupy many leadership roles throughout your life. Each will deepen your understanding of what it takes to engage others and what it takes to inspire others to make extraordinary things happen with people in your life. The context in which you lead will change, and with each change comes deeper learning. The best leaders are the best learners.

6. Leadership Requires Deliberate Practice

Excellence in anything—whether it's music, sports, or academics—requires deliberate practice. Leadership is no exception. You will need to devote time every day to becoming the best leader you can be.

7. Leadership Is an Aspiration and a Choice

Leaders have countless chances to make a difference. If a person wants to lead others and is willing to do the work, he or she can lead. It is a deeply personal choice and a lifetime commitment.

8. Leadership Makes a Difference

All leadership is based on one fundamental assumption: that *you* matter. We know from The Leadership Challenge research that every leader can make a profound difference in the lives of others. To do that, you have to believe in yourself and in your capacity to have a positive influence on others. And we also know that to those who are following you, *you* are the most important leader to them at that moment. It's not some other leader. It's you. You are the person whom group members will most likely go to for examples of how to tackle challenging goals, respond to difficult situations, handle crises, or deal with setbacks. We say a little more about this in the final section of this workbook "Onward!"