

ADMIN201

Transformational Leadership Program

What to Expect in the Leadership Practices Inventory Session

When we see effective leadership, we know it. But what is it, exactly, that leaders *do* that influences and inspires others? Through research conducted worldwide over the past 35 years, the Leadership Challenge has definitively identified 30 specific behaviors that leaders engage in. Grouped into the Five Practices of Exemplary Leadership, these behaviors can be taught, learned and incorporated into any organization's culture.

In this engaging and interactive session, Leadership Challenge Master Facilitator **Dan Schwab** will lead us through an exploration the Five Practices and their relevance to the everyday actions of Community College leaders.

Emphasis will be on participants' self-assessment through the Leadership Practices Inventory, and application of the lessons learned to a current issue of importance to each leader.

A California native and alum of College of Marin, Dan has been working in human resource development for more than 30 years. He has presented elements of the Leadership Challenge to thousands of people from the academic, public and private sector.

As an advance preparation exercise, please complete the two attached worksheets and bring them with you to the Sunday, July 14 session.



My Personal Best Leadership Experience

With leadership, as with most things in life, experience can be the best teacher, and it's important to base our leadership practices on the best of what people do—the actions that represent our highest standards.

Thus, *The Leadership Challenge® Workshop* will begin with a discussion of the Personal Best Leadership Experiences of all the participants.

PURPOSE OF THE ACTIVITY

- To help you prepare to tell the story of a time when you did your very best as a leader
- To begin the process of learning from your own experience

HOW TO PREPARE YOUR PERSONAL BEST STORY

Please prepare your Personal Best story *before* the workshop and bring it with you. Come to the workshop prepared to share your experience with some of your colleagues in an informal discussion; you will not be reading aloud from the worksheet.

We suggest that you set aside about thirty to sixty minutes to use the following questions to help you think about your Personal Best Leadership Experience and what kind of story it tells. The example of a Personal Best story that follows this worksheet will give you some idea of what a Personal Best Leadership Experience story might sound like.

Recall a time when, in your opinion, you did your very best as a leader. Your Personal Best leadership experience might have taken place recently or long ago; while you were the “official” leader or manager of a team or group, or when you emerged as an informal leader; when you were working for pay or as a volunteer. The experience might have taken place in the workplace, when you were part of a community group or professional organization, or when you were a student.

1. Set the stage. Provide the context by briefly describing the situation: the organization, the people involved, the nature of the project or undertaking, and the challenges you faced. Also describe how you felt at the beginning of the experience.

2. Describe what happened. Be specific. What did you do? What actions did you take to address the challenge? To engage others? To keep others motivated, especially when things did not go as planned? What were the results?

3. Describe how you felt at the end of this experience and the two or three major lessons about leadership that you learned.

Read over what you have written. Have you used concrete, specific details? Is there anything important missing? Is there anything that is unnecessary? Make whatever revisions are needed so that you will be able to relate your story to your workshop colleagues in five minutes or less.

Bring this worksheet with you to the workshop.



My Current Leadership Opportunity

During *The Leadership Challenge® Workshop*, you will have time with others in the group to apply what you are learning to a current leadership opportunity in your own life. The questions below will help you select a situation to work on. This might be a challenge you are facing now, one that has been around for a while, or something you anticipate you might be involved with in the near future.

1. To choose a suitable opportunity, think about situations that you are currently facing in your team or program. Select one that meets the criteria below:
 - Important**—the situation is unlikely to change on its own, and the results of doing nothing are unacceptable
 - Linked to specific goals**—the challenge must be addressed for you, your team, and/or the organization to achieve specific goals
 - Challenging**—you do not currently know how best to improve the situation
 2. Describe the opportunity. Be specific. Who is involved? What is the current situation? What are the goals? Why is it important to address this challenge? What, if anything, have you already tried?
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Why is this important to you and/or others? What's at stake? What outcomes would you like to achieve? How can improving this situation move you in a positive direction?

Bring this worksheet with you to the workshop.