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THE
**LEADERSHIP
CHALLENGE
FORUM** 2008

AUGUST 8-9, 2008 • DENVER, COLORADO

CONFERENCE PROGRAM & SCHEDULE

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DEAR FRIENDS,

Welcome!

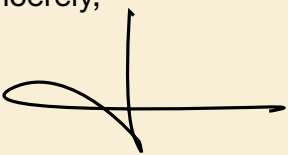
We couldn't be more excited about the group that has come together for these two days of conversation intended to inspire, challenge, and reinvigorate our work.

The idea here is fairly simple—bring together individuals from businesses, educational institutions, government agencies, healthcare and nonprofit organizations, consulting firms, and anyone else using *The Leadership Challenge* and *Leadership Practices Inventory* (LPI) in exciting ways. Then sit down together, along with our publishers and other affiliates, for a chance to get better acquainted, share resources, ask questions, identify challenges, and learn more about one another's innovative applications of *The Leadership Challenge*. We're all working toward similar goals with a similar framework, yet in rather different environments. It should prove beneficial for each of us to take a look at our own work as well as what others are doing from a new perspective.

Though we have not hosted a conference exactly like this before, we are fairly certain that we know what the key to success will be. Each of us must approach the time we have here together as both teachers and learners. We know there is a wealth of experience and talent on hand. The format will be relatively informal, the group is small, and time is short. Find someone whose work intrigues you to chat with over lunch. Suggest a roundtable topic on the issues that arise while you listen to what others have to share. What actually takes place here will be largely up to you.

We warmly welcome this opportunity to exchange ideas, experiences, and “best practices” with you. It will be a great joy to walk away from this Forum feeling that we have broadened our community of practitioners and discovered together new ways to engage others in the ever-important efforts of leadership development.

Sincerely,



Jim Kouzes and Barry Posner



Jim Kouzes and Barry Posner are among the most sought-after scholars and educators on the subject of leadership and leadership development. They've been working, writing, and teaching in this rich field for over thirty years.

FRIDAY, AUGUST 8 - SCHEDULE AT A GLANCE

LOCATION ➔	MILLENNIUM BALLROOM	CAPITOL 1	CAPITOL 2	CAPITOL 3	CAPITOL 4
7:00-7:50 AM	Breakfast				
8:00-9:00 AM		Welcome and Keynote THE MYTH OF TALENT AND THE REALITY OF PRACTICE Jim M. Kouzes			
9:00-9:45 AM		Featured Presentation LEADERSHIP AT HERMAN MILLER: DESIGN AND INNOVATION IN EVERY SOLUTION Michael Neiss, Deb Exo, Jane Rohlick			
CONCURRENT SESSIONS 10:10 AM-12:00 PM					
10:10-11:00 AM		ENCOURAGING ACTIVE LEARNING ACTIVITIES IN TEACHING THE FIVE PRACTICES Presenters: Cheryl L. Rude, Amanda Crowell Itliong	NOT YOUR NEIGHBORHOOD BOOKCLUB - FOCUSED PREPARATION FOR THE THE LEADERSHIP CHALLENGE® WORKSHOP Presenters: Laura Blackmon, Stephen Hoel	TAKING LEADERSHIP DEVELOPMENT ONLINE Presenters: Kathleen Patterson, Jane Bozarth	LEADERSHIP RENAISSANCE AT TRUSTMARK Presenters: Kate Martiné, Lanny Hoel, Jo Bell, Renee Harness
11:10 - 12:00 PM		INCLUSIVE LEADERSHIP IN HIGHER EDUCATION Presenters: Daren Blonski, Lillas Hatala	GROWING LEADERS: HORTICULTURE AND THE ART OF LEADERSHIP DEVELOPMENT Presenter: Chuck Stump	TAKING STUDENT LEADERSHIP ABROAD: EXPLORING THE MODEL FROM RAFFLES JUNIOR COLLEGE IN SINGAPORE Presenter: Kevin Low	WORKSHOP'S OVER...WHAT NEXT? IDEAS FOR BUILDING ONGOING LEADERSHIP PRACTICE Presenter: Beth High
12:00-1:00 PM	BIRDS OF A FEATHER LUNCHEON WITH STORYTELLING BY ROBERT THOMPSON				
1:30-2:50 PM	EXPERIENTIAL ACTIVITY SNAPSHOTS	FINE POINTS PROFESSIONALS	FORT HILL COMPANY	INTERNATIONAL LEADERSHIP ASSOCIATES AND SONOMA LEARNING SYSTEMS	LPI ONLINE AND STUDENT LPI ONLINE DEMOS
3:10-4:00 PM		ROUNDTABLE DISCUSSIONS 3:10 - 4:00 PM			
4:15-5:15 PM		"BUT MY LEADERS ARE DIFFERENT" - A CROSS-SECTOR LEADERSHIP PANEL Moderator: Sharon Landes			
6:00-7:00 PM		Cocktail Hour			
7:00-8:00 PM		Dinner			

FRIDAY, AUGUST 8 - SESSION DESCRIPTIONS

8:00 – 9:00 WELCOME AND KEYNOTE

CAPITOL 1-4

The Myth of Talent and the Reality of Practice - Jim Kouzes

Talent management has become all the rage, but evidence from research on expertise indicates that talent may be highly overrated. The most important factor in developing expertise is hours of practice, yet this is precisely what our clients want less of. Are we colluding in developing less competent leaders? Join best-selling author Jim Kouzes in a conversation that challenges the talent myth and exposes the dangers of the trend toward instant learning.

9:00 – 9:45 FEATURED PRESENTATION

CAPITOL 1-4

Leadership at Herman Miller: Design and Innovation in Every Solution

Herman Miller's reputation and brand has been built on iconic design and risk-taking innovation. They have been known for leading the industry as the best place to work, and Fast Company recently named them number 26 on the world's most innovative companies list. In this provocative and inspiring session, you will hear the story of how Herman Miller attracts, retains, and develops leaders who are committed to creating great places to work, learn, and live.

Presenters: **Michael Neiss** is a Leadership Challenge® Workshop Master Facilitator and the principal at Michael T. Neiss and Associates, an organization development consultancy specializing in maximizing employee engagement and productivity. **Deb Exo** is Leadership and Talent Development Director at Herman Miller. **Jane Rohlick** is Leadership Development Specialist at Herman Miller.

10:10 – 11:00 CONCURRENT SESSIONS

Capitol 1

Encouraging Active Learning Activities in Teaching The Five Practices of Exemplary Leadership®

This session will present two different active learning assignments to help college students creatively engage in The Five Practices. The first activity will demonstrate use of the "yellow brick road cafe," which is a world cafe group dialogue around personal leadership journeys. The second activity incorporates creative writing and curriculum development by students to capture the essence of The Five Practices. Presenters will also share a basic template for active learning activities and encourage audience members to share their own methods of engaging learners.

Presenters: **Cheryl L. Rude** is Associate Professor of Leadership Studies at Southwestern College, a private four-year liberal arts college in Kansas. She has designed and implemented leadership development programs for undergraduate and graduate students that provide the opportunity for students to deepen their content expertise and at the same time develop their practice of leadership. **Amanda Crowell Itliong** is Student Development and Leadership Programs Director at Stanford University's Haas Center for Public Service. Her goal is to help smart and ambitious students develop into great public service leaders who make ethical and effective decisions in the world.

Capitol 2

Not Your Neighborhood Bookclub - Focused Preparation for The Leadership Challenge® Workshop

When participants can become familiar with The Five Practices prior to a workshop, more time can be spent on in-depth understanding of the model as well as the practice of new skills. Learn how a lively kick-off session, distribution of *The Leadership Challenge*, and the organization of "bookclub" meetings to focus on specific chapters can be quite effective. We will discuss our successes, challenges, and unique *Leadership Challenge* learning approach.

Presenters: **Laura Blackmon** is County Manager for Orange County, North Carolina. **Stephen Hoel** is a Leadership Challenge® Workshop Master Facilitator and President of Diversity Leadership Consultants (Orlando, Florida), which focuses on improving the effectiveness of leadership and team skills.

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Capitol 3

Taking Leadership Development Online

Explore how leadership development can and does occur in the online environment while using the LPI or *The Leadership Challenge*. This session will discuss global issues in leadership development, as well as effective techniques and technologies that can be used to foster and encourage leaders online.

Presenters: **Kathleen Patterson** serves as an Assistant Professor at Regent University with the School of Global Leadership and Entrepreneurship. She uses the LPI with graduate-level students in an online leadership curriculum that serves students on multiple continents. **Jane Bozarth** is E-learning Coordinator for the North Carolina Office of State Personnel and author of *Better than Bullet Points: Creating Engaging E-learning with PowerPoint* and *From Analysis to Evaluation: Tools, Tips, and Techniques for Trainers*.

Capitol 4

Leadership Renaissance at Trustmark

Join Trustmark leaders in this multi-media session as they describe their journey of cultural transformation from an army of employees charged with saving a company in trouble to a community focused on learning, collaboration, and exploration of new business opportunities.

Presenters: **Kate Martiné** is Senior Vice President of Human Resources and Corporate Communications at Trustmark. **Lanny Hoel** is Second Vice President, Organization Development with Trustmark. **Jo Bell** and **Renee Harness** are Leadership Challenge® Workshop Master Facilitators and partners at Meridian Leadership Center.

11:10 – 12:00 CONCURRENT SESSIONS

Capitol 1

Inclusive Leadership in Higher Education

This session will answer two key questions for leadership development practitioners: How is delivering *The Leadership Challenge* different at higher education institutions, and what are some of the critical components to success when launching a leadership development initiative for administrative and academic staff? Daren and Lillas will explore the need, opportunity, and challenge of providing leadership development for all leaders in higher education and share their passion for contributing to the development of a leadership culture in higher education.

Presenters: **Daren Blonski** is the Vice President of Leadership Development for Sonoma Learning Systems and a Certified Facilitator for The Leadership Challenge® Workshop. **Lillas Hatala** is a leadership development author, speaker, coach, consultant, retreat leader, and facilitator with Integrative Leadership International. She was formerly the Faculty Director of Business and Leadership Programs at the University of Saskatchewan.

Capitol 2

Growing Leaders: Horticulture and the Art of Leadership Development

Creating a process for leadership development within an organization is much like the science of horticulture. This presentation will examine the series of events that have occurred in one organization, Cessna Aircraft Company, leading up to the regular use of *The Leadership Challenge* and how the text and related workshop are used in a variety of ways to engage and support leadership development. CAUTION: Humor may be exercised in this presentation!

Presenter: **Chuck Stump** currently serves as a Senior Instructor and managerial coach in the Learning and Development Department at Cessna Aircraft Company.

Capitol 3

Taking Student Leadership Abroad: Exploring the Model from Raffles Junior College in Singapore

This presentation is for educators interested in exploring an international perspective on *The Student Leadership Challenge*. Presenters will share their development of a student leadership program at Raffles Junior College—a high school in Singapore—discussing the two-year student leadership journey and how *The Leadership Challenge* model has been applied in student leader trainings and discussions. Highlights also include an adventure leadership camp, use of the *Student Leadership Practices Inventory*, and SLPI data collected over the past two years.

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Presenter: **Kevin Low** is the Assistant Departmental Head for Student Leadership Development at Raffles Junior College (Singapore). He is a trained facilitator for The Leadership Challenge® Workshop.

Capitol 4

Workshop's Over...What Next? Ideas for Building Ongoing Leadership Practice

This session explores ways to extend the reach of The Leadership Challenge® Workshop and create return on investment. Explore programs and products that can provide the framework for ongoing leadership practice and examine case studies of organizations that have successfully established various post-workshop programs.

Presenter: **Beth High** comes from a diverse background of instructional design, media production, and performance. She is a Master Facilitator of The Leadership Challenge® Workshop and has a passion for helping to maximize the leadership potential in everyone.

12:00 – 1:00 BIRDS OF A FEATHER LUNCHEON WITH STORYTELLING BY ROBERT THOMPSON MILLENNIUM BALLROOM

Hear and share stories, questions, activities, and ideas about leadership with colleagues over a delicious lunch. Dining tables will be designated to help “birds of a feather” from similar work environments flock together. Seat yourself at a table of interest. Toward the end of our meal, author Robert Thompson will read a short piece from his recently published *Leadership Challenge* fable, *The Offsite*.

1:30 - 2:50 TECHNIQUE AND RESOURCES EXCHANGE

Move freely among the various activities during this time block to find something that can add a fresh, creative approach to your leadership work.

Experiential Activity Snapshots

Take a peek at how others help bring *Leadership Challenge* material to life for their constituents. You are invited to participate in short 10-15 minute activity demonstrations designed to help inspire you to try something new.

Millennium Ballroom

Meet the Authors

Robert Thompson will be available for questions, conversation, and book signing for those interested in following up on his luncheon remarks. Elaine Biech (author of *The Business of Consulting*), Jane Bozarth (author of *Better Than Bullet Points*), and Steve Coats (author of *There Is No Box*) will also be available to sign and discuss their books.

Capitol Gallery

Fine Points Professionals

Fine Points Professionals, The Leadership Challenge® Authorized Service Center, will interact with attendees concerning available LPI options to suit your needs. Sample customized reports will be offered showing the data detail that can be captured from your client data, and administration services will be presented. Questions are welcome—let's dialogue!

Capitol 1

Fort Hill Company

Fort Hill Company will be demonstrating and sharing best practices of its flagship product Friday5s®. Friday5s is an online system that has been customized to align with *The Leadership Challenge* to encourage participants to take action, access goal-specific content, solicit feedback, and continue collaborative learning following the class.

Capitol 2

International Leadership Associates and Sonoma Learning Systems

As Wiley's Authorized Service Providers for The Leadership Challenge® Workshop and related family of products and services, ILA and SLS present their unique experience and expertise in helping you ensure successful leadership interventions that produce real results. Join us if your sights are set higher than simply another training event.

Capitol 3

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LPI Online and Student LPI Online Demos

Capitol 4

Jossey-Bass and Pfeiffer representatives will be demonstrating LPI Online and the Student LPI Online – the web-based assessments of leadership skills based on The Five Practices of Exemplary Leadership®.

3:10 – 4:00 ROUNDTABLE DISCUSSIONS

CAPITOL 1-4

This will be your opportunity to benefit from the collective wisdom and experience on-hand at the Forum. Tables will be designated by topics that participants have submitted. Small groups may convene to discuss common questions and issues pertinent to their leadership work. See registration packet insert for list of topics.

4:15 – 5:15 “BUT MY LEADERS ARE DIFFERENT” – A CROSS-SECTOR LEADERSHIP PANEL

CAPITOL 1-4

This powerful panel discussion brings together professionals from different work settings to explore the reality of leadership development in our unique work environments.

Panelists:

- Gint Baukus**, Senior Vice President Talent Management, Western Union
- Jamie Blackwell**, Department Head at Naval Surface Warfare Center, Crane Division
- Ken Hurdle**, Chief Ombudsman, California Department of Corrections and Rehabilitation
- Laura Osteen**, Co-Director of Florida State University Center for Leadership and Civic Education
- Bev Simpson**, Organizational Healthcare Consultant

Moderator: **Sharon Landes**, The Leadership Challenge® Workshop Master Facilitator

SATURDAY, AUGUST 9 - SCHEDULE AT A GLANCE

LOCATION ➔	MILLENNIUM BALLROOM	CAPITOL 1	CAPITOL 2	CAPITOL 3	CAPITOL 4
8:00-8:50 AM	Breakfast				
9:00-10:00 AM		Announcements and Keynote NEXT GENERATION LEADERS Presenter: Barry Posner			
10:00-10:45 AM		Featured Presentation CITIZEN LEADERSHIP AND THE FIVE PRACTICES Presenter: Linda Olson			
Concurrent Sessions 11:00-11:50					
11:00-11:50 AM		CREATING CAMPUS CULTURAL CHANGE THROUGH STUDENT LEADERSHIP LEARNING Presenter: Laura Osteen	DEVELOPING LEADERS— A NATIONAL SECURITY IMPERATIVE Presenters: Jamie Blackwell, Andy Brough	EVIDENCE-BASED LEADERSHIP DEVELOPMENT AT ST. VINCENT HOSPITAL Presenters: Lu Pennal, Kim Chesky	ACHIEVING STRATEGIC OBJECTIVES THROUGH LEADERSHIP DEVELOPMENT Presenters: Charles St. John, Grover Wray, Dave Roberts
12:00-12:50 PM	Lunch				
1:00-1:50 PM		ROUNDTABLE DISCUSSIONS			
2:00-3:00 PM		Closing Session ONE MORE FOR THE ROAD			

SATURDAY, AUGUST 9 - SESSION DESCRIPTIONS

9:00 – 10:00 ANNOUNCEMENTS AND KEYNOTE

CAPITOL 1-4

Next Generation Leaders – Barry Posner

A new generation of leaders is emerging from our schools and universities. Filled with hope, new skills, and the next big ideas, the Millennial generation is ready to challenge almost everything we know about business as usual. What about leadership development will stay true to our current thinking and what will need to radically change? Join best-selling author Barry Posner as he presents his latest leadership research findings and discusses the implications for our work in developing leaders.

10:00 – 10:45 FEATURED PRESENTATION

CAPITOL 1-4

Citizen Leadership and The Five Practices

Developing young leaders at the university level requires a balance of leadership as theory and leadership as a personal development process. This session will center on the use of The Five Practices of Exemplary Leadership® and focused community engagement as foundation to a service-based citizen-leader educational program. We will explore the role of civic engagement and service learning in the Pioneer Leadership Program (PLP), an undergraduate minor in leadership studies and a living and learning community at the University of Denver. We will examine community-based learning that fosters civic applications of the Five Practices of Exemplary Leadership using a case study of PLP's Serve to Lead/Lead to Serve initiative. Finally we will explore principles and discuss the implications and best practices of utilizing service learning as a pedagogy for leadership development.

Presenter: **Linda Olson** is Executive Director and Faculty for the Pioneer Leadership Program, a Leadership Studies minor with over 200 undergraduates at the University of Denver. Linda's research has focused on leadership development among public health and environmental leaders in the Rocky Mountains, as well as young citizen leaders.

11:00 – 11:50 CONCURRENT SESSIONS

Capitol 1

Creating Campus Cultural Change Through Student Leadership Learning

To develop campus-wide leadership efficacy, Florida State University is using the *Student Leadership Practices Inventory* as a theoretical and practical frame for leadership learning plans. This session will present FSU's current plan to reach 100 percent SLPI participation on campus and then broaden into an open conversation about the audience's experience using The Five Practices model and resources.

Presenter: **Laura Osteen** is Co-Director of the Florida State University Center for Leadership and Civic Education, which endeavors to develop responsible citizens and effective leaders. Laura also directs the university's undergraduate academic certificate/minor in Leadership Studies.

Capitol 2

Developing Leaders – A National Security Imperative

With the United States at war, the Naval Surface Warfare Center (NSWC) Crane needs highly effective leaders right now. To meet this need, NSWC is evolving a multi-source leadership development strategy with *The Leadership Challenge* as the flagship program. This presentation includes design rationale, format, workshop overviews, hands-on field experiences, coaching structure, and metrics for this crucial leadership development program.

Presenters: **Jamie Blackwell** is Department Head at Naval Surface Warfare Center, Crane Division. In 2006, as Technical Operations Manager/Deputy Technical Director, she launched the current leadership development endeavor encouraging others to reach their highest potential. **Andy Brough** has served at Naval Surface Warfare Center, Crane Division for nineteen years. He is currently leading NSWC Crane's pilot program in leadership development.

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Capitol 3

Evidence-Based Leadership Development at St. Vincent Hospital

Great workshops are only a piece of a successful leadership development initiative. Developing leaders with sustainable behavioral change is a process, not an event. This session will share how St. Vincent Hospital used *The Leadership Challenge* to create competitive advantage in the midst of the nation's third largest competitive healthcare market. Focusing on the metrics and results of the process used to sustain and support leadership development, the presentation will include the selection criteria that lead to the adoption of *The Leadership Challenge*, the process used to engage senior leaders, an overview of the key implementation, and measurement steps.

Presenters: **Lu Pennal** is an associate at St. Vincent Hospital in Indianapolis, Indiana where she assists with non-clinical organizational training. **Kim Chesky** is a Leadership Challenge® Master Facilitator. He has helped organizations of all sizes from Fortune 50 clients to small businesses and non-profits achieve extraordinary results.

Capitol 4

Achieving Strategic Objectives Through Leadership Development

Western Union is using *The Leadership Challenge* as the centerpiece of a multi-faceted process. Presenters will share what Western Union is doing to integrate leadership development with the company's strategic objectives, how they are developing leadership globally at all employee levels, and how they are creating a leadership development process across cultures, borders, and at all employee levels within their organization.

Presenters: **Charles St. John** is a Leadership Challenge® Master Facilitator and the lead consultant for Sonoma Learning Systems working with Western Union. **Grover Wray** is Executive Vice President of HR for Western Union. **Dave Roberts** is Vice President of Talent Management for Western Union.

12:00 - 1:00 LUNCH

MILLENNIUM BALLROOM

1:00 - 1:50 ROUNDTABLE DISCUSSIONS

CAPITOL 1-4

Final opportunity to meet with others and discuss shared questions and issues pertinent to your work.

2:00 - 3:00 CLOSING SESSION

CAPITOL 1-4

One More for the Road

Jim and Barry host a "conversation with the authors" to conclude the conference, responding to audience questions and observations, while also offering a few final reflections and recognitions of their own.

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Fine Points Professionals is The Leadership Challenge® Authorized Service Center. We are known for our excellent, professional, confidential LPI administration services for clients worldwide, and we also provide *Leadership Challenge* materials. We offer exclusive, customized reports on an individual or a company level from extracted LPI client data.

Fort Hill Company provides expertise and technology solutions that ensure learning and development are applied and produce improved results. We are the originator and industry leader in Follow-Through Management®. We have the tools, the know-how, and the support services to ensure that strategic, business, and learning objectives are converted into business results.

International Leadership Associates is a Cincinnati-based leadership development and consulting firm dedicated to working with individual leaders, teams, and organizations to inspire commitment and help produce extraordinary results. We have delivered The Leadership Challenge® Workshop in a variety of formats and venues for 20 years to medium and large firms in retailing, financial services, telecommunications, health care, technology development, and state and federal government.

Sonoma Learning Systems is an authorized Service Provider of The Leadership Challenge® Workshop. We offer customized *Leadership Challenge* programs along with facilitator training, coaching, keynotes, and follow-on tools. Visit us at www.sonomalearning.com to learn more about our vision “a well-led world, one leader at a time,” to take a workshop, or join our team.

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Stay in the know ...and in the lead!

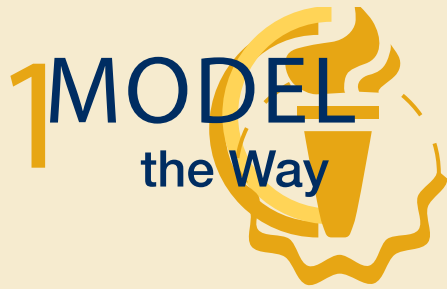


Keep in touch with *The Leadership Challenge* community through our website, e-newsletter, and *LeaderTalk* blog. These communication tools are convenient ways to send and receive information, advice, and tips from Jim Kouzes and Barry Posner as well as other leadership development colleagues and friends.

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THE FIVE PRACTICES AND TEN COMMITMENTS OF EXEMPLARY LEADERSHIP



1. **CLARIFY VALUES** by finding your voice and affirming shared ideals.
2. **SET THE EXAMPLE** by aligning actions with shared values.



3. **ENVISION THE FUTURE** by imagining exciting and ennobling possibilities.
4. **ENLIST OTHERS** in a common vision by appealing to shared aspirations.



5. **SEARCH FOR OPPORTUNITIES** by seizing the initiative and by looking outward for innovative ways to improve.
6. **EXPERIMENT AND TAKE RISKS** by constantly generating small wins and learning from experience.



7. **FOSTER COLLABORATION** by building trust and facilitating relationships.
8. **STRENGTHEN OTHERS** by increasing self-determination and developing competence.



9. **RECOGNIZE CONTRIBUTIONS** by showing appreciation for individual excellence.
10. **CELEBRATE THE VALUES AND VICTORIES** by creating a spirit of community.

A LEADERSHIP CHALLENGE RESOURCE

BY JAMES M. KOUZES AND BARRY Z. POSNER

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