

THE
**LEADERSHIP
CHALLENGE**
FORUM
2010

August 5-6, 2010
Sheraton® San Diego Hotel and Marina
San Diego, California

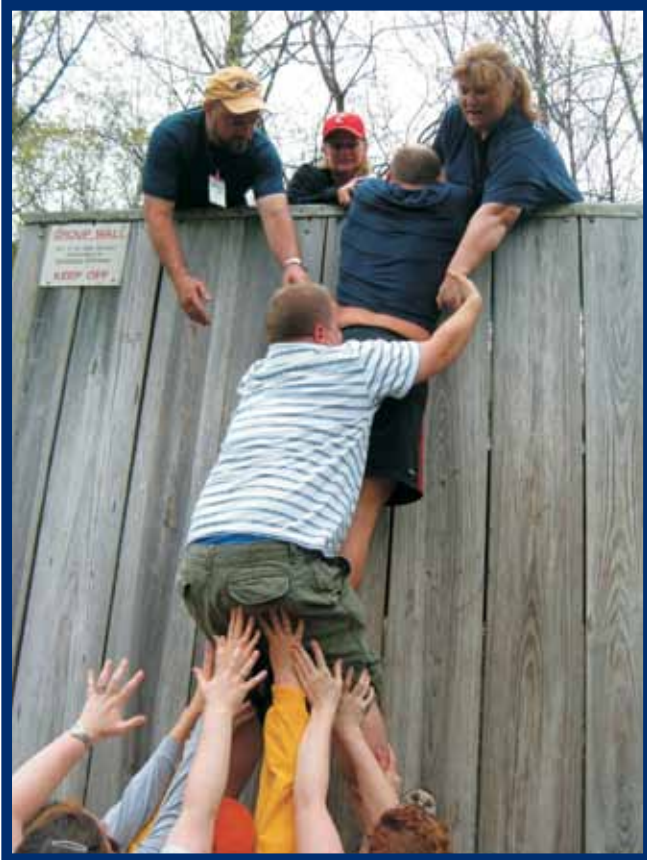
LEARN IT, TEACH IT,
SHARE IT, LIVE IT
PROGRAM



Pfeiffer™

THE
**LEADERSHIP
CHALLENGE**®

JOSSEY-BASS™



Overcoming
the walls
standing in
the way of
greatness and
prosperity is
hard work.

You cannot hope to simply *manage* people through today's challenging difficulties. You must *lead* them—over, around, or through seemingly insurmountable obstacles.

Since 1987, ILA has been offering The Leadership Challenge for aspiring leaders who have accepted this responsibility. Through collaborative in-company relationships, public offerings, and facilitator training, let us help you build the leaders you need to take your organization to yet unimagined destinations.



INTERNATIONAL LEADERSHIP
ASSOCIATES

Increasing the supply of leaders for over two decades

www.i-lead.com

Dear Friends,

Welcome to San Diego for two days of learning, teaching, and sharing. To those of you who have attended in the past, we're delighted to see you again. To those of you that are joining us for the first time, we hope you find this to be a rich and rewarding experience.

Well, it's been quite a year! From global economic and humanitarian crises to various public relations blunders the world over, the need for well-honed leadership skills has never been more evident. But it is also these very moments that offer the opportunities for leaders, both existing and emerging, to learn from experience, a key part of Challenge the Process. We often say that leadership development is not a one-time event; rather it is an ongoing process that requires deliberate practice. We also believe that leadership is a collaboration, that is, you can't do it alone. It is about working with others, learning from others. It is along these lines that this year's Forum has been designed to promote the exchange of knowledge and skills between the members of our diverse community, hailing from all sorts of organizations and learning institutions around the world.

On a personal level, Barry has just returned from a year's sabbatical, during which he conducted research and taught around the world. We have also been hard at work on our new book *The Truth About Leadership* which we are pleased to debut here. You will have the opportunity to hear about both of these endeavors and what we have learned from the experiences during our keynote speeches.

Thank you for joining us!

Love 'em and Lead 'em,

Jim Kouzes and Barry Posner
Authors, *The Leadership Challenge*



Thank You to Our Sponsors

PLATINUM

GOLD

SILVER



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GENERAL INFORMATION

Information Desk

Pre-conference and Forum information can be found in the Bel Aire Foyer of the Bay Tower. The desk will be staffed on Monday, 5:00–7:00pm; Tuesday, 7:00–9:00am.; Wednesday, 3:00–8:00pm.; Thursday, 6:30am–6:00pm.; and Friday, 7:30am–5:00pm.


Forum Meals

Your conference registration includes breakfast and lunch on both days, as well as a Thursday evening reception. On Thursday, breakfast will be served 6:30–8:00am and lunch will be served 12:30–2:00pm. On Friday, breakfast will be served 7:00–8:30am and lunch will be served 11:45am–1:15pm. All four meals will be served on the Garden Terrace. The Thursday evening reception will take place 6:00–8:00pm in the Catalina Room Ballroom and Terrace, located on the upper floor of the Bay Tower.

Exhibits & Bookstore

Please visit our sponsor booths and Forum bookstore, located outside the Bel Aire and Fairbanks Ballrooms, to learn more about their products and services. The Booths will be open on Thursday 7:30am to 4:30pm and on Friday 8:00am to 4:00pm, except during General Sessions.

Connect With Us!

 @tlctalk and @kouzesposner use #tlcforum

 The Leadership Challenge Fan Page

 Join The Leadership Challenge Group



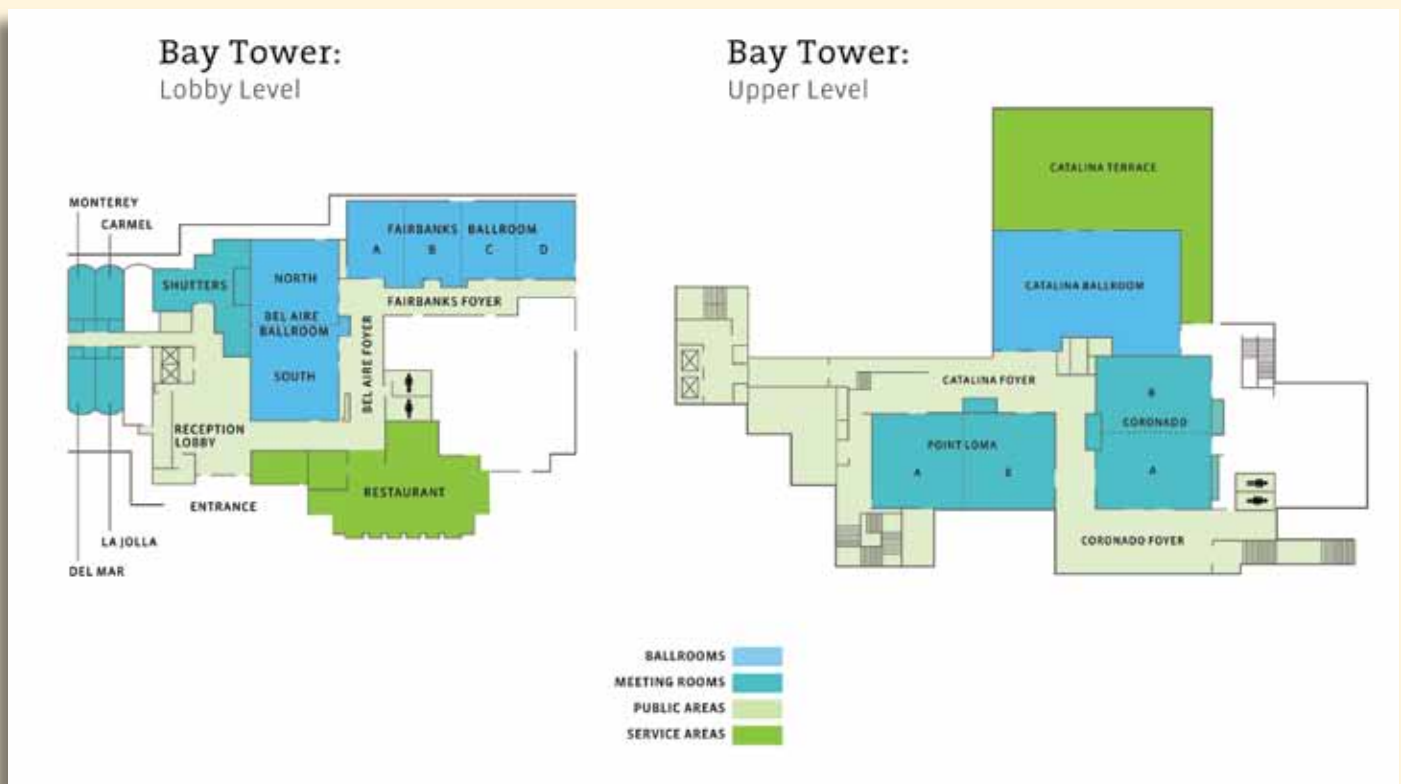
Pfeiffer and Jossey Bass
989 Market Street, 5th Floor
San Francisco, CA 94109

Hi Fives

During the Forum, you will have the opportunity to recognize other Forum attendees whose work you are finding instructive or inspiring. Whom do you suspect others might benefit from talking with and learning from while here? Drop a business card in the bowl at the Information Desk with the name of a person you want to Hi Five written on the back. If we pull your card, you'll come up to the podium and share the following: your name, your organization/affiliation, who you want to recognize, their organization/affiliation, and what you find interesting and exciting about their work—in short, what the rest of us should ask them about! Sound easy? It is! Let's make sure the great talent and experiences in this group do not go unacknowledged or untapped. Hi five someone today!

Ask an Expert Consultations

We have recruited a handful of individuals who have been working with The Leadership Challenge® for many years in many different settings to meet with Forum attendees who request an appointment in advance to discuss their individual interests, questions, and challenges. During the registration process, you were given an opportunity to indicate your interest in participating and you should have already received your appointment time. If you have any questions or concerns about your consultation, please leave a message at the Information Desk for the consultation coordinator, Karyn Bechtel.





FACILITATOR TRAINING AND CERTIFICATION

Become a Leadership Challenge® Facilitator.

Facilitator Training

The two-day Leadership Challenge® Facilitator Training is for those who want to lead or coach this powerful program using the Leadership Practices Inventory® (LPI) in organizations. This training and certification will equip you with the necessary knowledge and resources.

Sonoma Leadership Systems is the #1 provider of *The Leadership Challenge®* products and *The Leadership Challenge® Certification*. We provide the authorized, author-developed course design, proven training techniques, and outstanding teaching materials in a fun, high-energy environment. Practice sessions are limited to eight participants per Master Facilitator, so that you receive hands-on attention.

In the Facilitator Training, you will:

- ☞ Gain an in depth knowledge and understanding of the Kouzes & Posner leadership model (*The Five Practices of Exemplary Leadership®*)
- ☞ Have multiple opportunities for classroom practice and receive feedback from a Master Facilitator, communications coach, and colleagues
- ☞ Participate in SpeedLead®, a fun, fast-paced feedback activity

Upcoming Facilitator Training Workshops:

Denver, CO

- September 30-October 1, 2010

Sonoma, CA

- November 11-12, 2010
- March 31-April 1, 2011
- June 23-24, 2011

Prerequisite: Recent participation in The Leadership Challenge® Workshop and completed LPI.

Upon completion of Facilitator Training in Sonoma you will have achieved Level 1 Leadership Challenge® Certification. For advanced training to become a Level 2 Certified Facilitator, or to receive Level 3 Master Certification, please call us or visit our website for more information.



SonomaLeadership
SYSTEMS

We Cultivate Talent.



What people are saying about Sonoma Leadership Systems' Facilitator Training:

"Opportunity to bring a section of the material to life and get meaningful feedback."

"Real responses from facilitators."

"Personal stories, positive feedback."

"Fun, honest, encouraging, precise."

"Enjoyed the pre-work, presentations and activities."

"Unique techniques and depth."



Registration includes:

- The Leadership Challenge® two-day facilitator training delivered by a Leadership Challenge® Master Facilitator
- The Leadership Challenge® Facilitator Kit
- Continental breakfast and gourmet catered lunch each day, plus wine reception
- Networking with other leaders

To register call: 888-933-3882
or visit www.sonomaleadership.com

835 Broadway
Sonoma, CA 95476
TEL 888-933-3882
ask@sonomaleadership.com
www.SonomaLeadership.com

SCHEDULE-AT-A-GLANCE THURSDAY, AUGUST 5

6:30–8:00	Breakfast <i>The Garden Terrace</i>		
8:00–9:30	Announcements & Keynote Address: The Truth About Leadership , Jim Kouzes <i>Bel Aire Ballroom</i>		
10:00–11:00	Blending The Leadership Challenge with Strategic Initiatives to Produce Extraordinary Results Steve Coats, International Leadership Associates; Dan McCabe, Dayton Power & Light; Lisa Beutel, University of Dayton <i>Fairbanks A</i>	Connect 4!: Exemplary Practice Facilitation Tools & Social Media Techniques Ryan Underwood and Amy Gallimore, TRI Leadership Resources <i>Fairbanks B</i>	Case Studies in Film: An Introduction to The Five Practices of Exemplary Leadership Dick Heller, The Leadership Challenge Certified Master <i>Fairbanks C</i>
	Using Technology to Engage Today's Youth in Leadership Development Gary Ortega, Raffles Institution (Singapore) <i>Fairbanks D</i>	The Power of Positive Praise Bill Zipp, Summit Small Business <i>Shutters</i>	
11:15–12:15	The Leadership Challenge and ROI—A Brooks Health System Experience Karen Gallagher and Edith Katz, Brooks Health System <i>Fairbanks A</i>	Crisis Leadership: A Practical Application of The Leadership Challenge to the Chaos of a Crisis Gordon Meriwether, The Uriah Group, Inc. <i>Fairbanks B</i>	Enabling Others to Act Through Emotionally Intelligent Leadership Marcy Levy Shankman, MLS Consulting, and Paige Haber, University of San Diego <i>Fairbanks C</i>
	The Challenge: Cultivating The Five Practices of Exemplary Leadership Virtually John Schmeisser and Lee Paulino, Oracle Corporation <i>Fairbanks D</i>	Deeper... Richer... New... A dialogue on the Five Practices. Session I – Model, Inspire, Challenge Replacement Presenter: Karyn Bechtel <i>Shutters</i>	Conundrum: An Activity that Brings Challenge the Process and Enable Others to Act to Life Steve Houchin, International Leadership Associates <i>Coronado B</i>
12:30–2:00	Lunch (Sponsored by Collaborative Growth) <i>The Garden Terrace</i>		
2:00–3:00	Grab'N'Go Expo <i>Bel Aire Ballroom</i>		
3:15–4:15	Using The Leadership Challenge to Develop Senior Executives Jody Rogers and Emil Meis, US Army Medical Department Center and School <i>Fairbanks A</i>	Expanding the Reach of The Leadership Challenge With E-Learning: A Case Study with Trustmark Companies Renee Harness, Third Eye Leadership, and Donna Hirsch, Trustmark Insurance <i>Fairbanks B</i>	Realizing the Diversity Challenge with The Leadership Challenge Workshop Miles Ashlock and Katya Armistead, UC Santa Barbara <i>Fairbanks C</i>
	Inspiring a Shared Vision: The Greatest Challenge Craig Haptonstall, Leadership Mechanics <i>Shutters</i>		
4:30–5:30	Keynote Address: Global Leadership - Lessons From Around the World , Barry Posner <i>Bel Aire Ballroom</i>		
6:00–8:00	Networking Reception <i>The Catalina Ballroom and Terrace</i>		

SESSION TYPES:



SKILL-BUILDING: Learn and experience new techniques to add to your facilitation toolkit



CASE STUDIES: An in-depth look at success stories of The Leadership Challenge driving strategic results in organizations

FRIDAY, AUGUST 6 SCHEDULE-AT-A-GLANCE

7:00–8:30	Breakfast <i>The Garden Terrace</i>		
8:30–9:45	Announcements & Keynote Address: Greater Than Yourself , Steve Farber <i>Bel Aire Ballroom</i>		
9:45–10:15	Book Signing , Steve Farber <i>Bookstore</i>		
10:15–11:15	Metamorphosis – The Story of the Houston Municipal Courts System Liz Cloud and Jackalyn Rainosek, Cloud-Rainosek & Associates <i>Fairbanks A</i>	Leadership Challenge: Back to the Future Jeni Nichols and Beth High, Sonoma Leadership Systems <i>Fairbanks B</i>	Using the Student Leadership Challenge to Develop Young Leaders Gary Morgan, Student Leadership Excellence Academy <i>Fairbanks C</i>
	Sustaining The Leadership Challenge with Emotional Intelligence Rosalie Clough and Doug Brown, Dynamic Perspectives <i>Fairbanks D</i>	Deeper... Richer... New... A dialogue on the Five Practices. Session II – Enable and Encourage Sharon Landes, The Leadership Challenge Certified Master <i>Shutters</i>	
11:15–11:45	Author Meet & Greet , Jim Kouzes and Barry Posner <i>Bookstore</i>		
11:45–1:15	Lunch <i>The Garden Terrace</i>		
1:15–2:15	Leadership Journeys: A Conversation with Marshall Goldsmith , Marshall Goldsmith and Jim Kouzes <i>Bel Aire Ballroom</i>		
2:15–2:45	Book Signing , Marshall Goldsmith <i>Bookstore</i>		
2:45–3:45	Tools of the Trade Valarie Willis, Valarie Willis Consulting <i>Fairbanks A</i>	The Leadership Challenge in Polk County Steve Bonkoski, Polk County, Florida <i>Fairbanks B</i>	
	Deeper...Richer...New...A Dialogue on The Five Practices Session II - Enable and Encourage Replacement Presenter: Karyn Bechtel <i>Fairbanks C</i>	What Does the Research Say About Student Leadership? Barry Posner, Santa Clara University <i>Fairbanks D</i>	
4:00–5:00	Closing General Session: A Monumental Finish , Jim Kouzes and Barry Posner <i>Bel Aire Ballroom</i>		

SESSION TYPES:



SKILL-BUILDING: Learn and experience new techniques to add to your facilitation toolkit



CASE STUDIES: An in-depth look at success stories of The Leadership Challenge driving strategic results in organizations

THURSDAY KEYNOTES

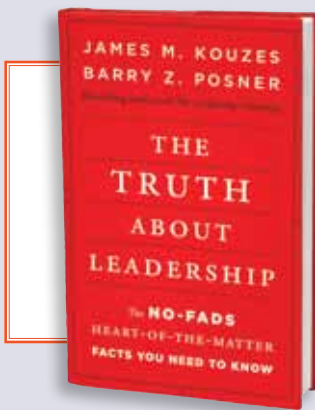
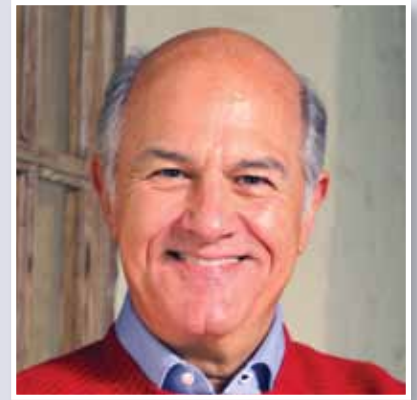
JIM KOUZES The Truth about Leadership

8:00-9:30am, Bel Aire Ballroom

Sponsored by International Leadership Associates (ILA)

For the last two years, Jim Kouzes and Barry Posner have been revisiting the data collected over the past three decades in search of those leadership lessons that have endured the tests of time and passed the scrutiny of statistics. As we confront our ever-changing world, they believe it's critically important to keep the fundamentals of leadership in mind, attending to what's proven and real rather than being swayed by fad or fancy, hype or hard sell. They have collected their observations into a new book, *The Truth about Leadership: The No-fads, Heart-of-the-Matter Facts You Need to Know*. In this keynote session, Jim will engage participants in interactive exercises designed to explore in depth some of these enduring truths.

Jim Kouzes is the Dean's Executive Professor of Leadership, Leavey School of Business, Santa Clara University and the coauthor with Barry Posner of the internationally award-winning and best-selling book, *The Leadership Challenge*, now in its 4th edition with over 1.8 million copies sold. Jim is not only a highly regarded leadership scholar—*The Wall Street Journal* has cited him as one of the ten best executive educators in the U.S.



Join Jim & Barry for meet & greet and booksigning.
Friday at 11:15am

Learn more at <http://truthaboutleadership.com>

BARRY POSNER Global Leadership: Lessons from Around the World

4:30-5:30pm, Bel Aire Ballroom

Sponsored by Sonoma Leadership Systems

One of the points Jim Kouzes and Barry Posner have often made is that great leaders are great learners. For the last year, Barry Posner has been on sabbatical leave from Santa Clara University, traveling the globe in a quest to learn and understand the intricacies of leadership and leadership behaviors around the world. Through the lens of his adventures teaching, interviewing, studying and exploring in Hong Kong (Visiting Professor, Hong Kong University of Science and Technology), China, Vietnam, Cambodia, Australia, South Africa, Turkey (Visiting Professor, Sabanci University), and Italy, Barry will share with us the leadership lessons he has learned, including global findings from the Leadership Practices Inventory (LPI).

Barry Posner Posner is a Professor of Leadership at the Leavey School of Business, Santa Clara University, where he served for 12 years as Dean of the School. At Santa Clara, he has received the President's Distinguished Faculty Award, the School's Extraordinary Faculty Award, and several other outstanding teaching and leadership honors. Barry is an internationally renowned scholar who has published more than 85 research and practitioner-oriented articles, in addition to co-authoring with Jim Kouzes *The Leadership Challenge*.



FRIDAY KEYNOTE

STEVE FARBER - Greater Than Yourself

8:30-9:45am, Bel Aire Ballroom

The truly great leaders in life and work become so by causing others to be greater than themselves. In this keynote—based on his bestselling book, *Greater Than Yourself*—Steve shows that dedicating yourself to bringing others along so that they can achieve more than you is the ultimate way to boost talent, ramp productivity and create truly significant current and future leaders.

Steve Farber is the president of Extreme Leadership, Incorporated, an organization devoted to the cultivation and development of Extreme Leaders in the business community. He is also a noted author, the co-founding director of The Center for Social Profit Leadership, and he sits on the Board of Directors of Up With People, a global leadership program for students from 18 to 29 years old. Coaching and inspiring Extreme Leadership at all organizational levels is Steve's passion, and he does so with a style that is part strategist, part social commentator and all energy.



A CONVERSATION WITH

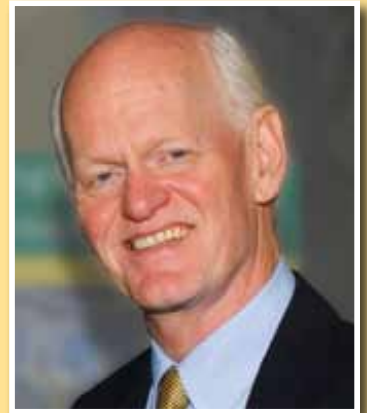
MARSHALL GOLDSMITH

Leadership Journeys

1:15-2:15pm, Bel Aire Ballroom

Named one of the 15 most influential business thinkers in the world in 2009 by *The (London) Times* and *Forbes*, Dr. Marshall Goldsmith is a well-respected author, speaker, and all-around leadership guru. In this session, Dr. Goldsmith will take center stage in an “Inside-the-Actor’s-Studio” format—answering questions posed by his good friend and colleague Jim Kouzes. We will explore Goldsmith's unique contributions to the field, his newest publication *MOJO: How to Get It, How to Keep It, and How to Get It Back When You Lose It*, as well as his thoughts on leadership and leadership development—what's so important about it and why we should care.

Marshall Goldsmith is a world authority in helping successful leaders get even better—by achieving positive, lasting change in behavior: for themselves, their people and their teams. Marshall is the million-selling author of many books including *What Got You Here Won't Get You There*—a *New York Times* best-seller and *Wall Street Journal* #1 business book. Marshall is one of a select few advisors who have been asked to work with over 120 major CEOs and their management teams. He is a Fellow of the National Academy of Human Resources and his work has been recognized by almost every professional organization in his field.



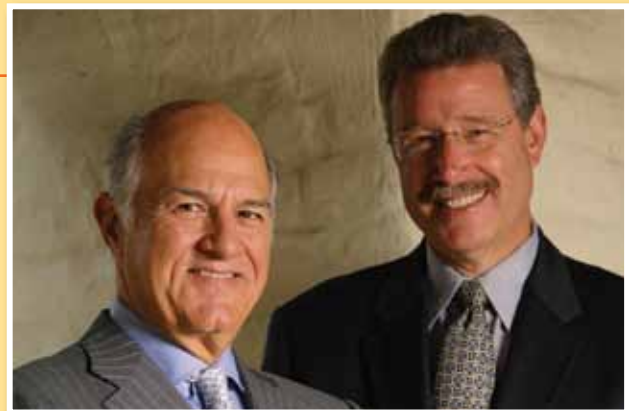
CLOSING GENERAL SESSION

JIM KOUZES and BARRY POSNER

A Monumental Finish

4:00-5:00pm, Bel Aire Ballroom

Leadership is everyone's business, and so is wrapping up this Forum. **Jim and Barry** will lead us through a fun and energizing closing session in which every one of us plays a part. What we're doing here, what we're all about, is bigger than any one individual, company, school or book. It's monumental. And it's time to celebrate and honor that.



NEW TO THE LEADERSHIP CHALLENGE?

TRY THIS SUGGESTED TRACK:

For attendees who are new to The Leadership Challenge model, we are happy to provide you with a suggested track of sessions picked to ensure that you leave this event with a better understanding of The Five Practices of Exemplary Leadership® and how they can be applied in all sorts of settings.

ON THURSDAY, AUG. 5, we suggest you attend the following:

- Welcome & Jim Kouzes Keynote
- Case Studies in Film: An Introduction to The Five Practices of Exemplary Leadership
- The Leadership Challenge and ROI—A Brooks Health System Experience
- Grab-N-Go Expo
- Expand the Reach of The Leadership Challenge with eLearning: A Case Study with Trustmark Companies
- Barry Posner Keynote
- Networking Reception

ON FRIDAY, AUG. 6, we suggest you attend the following:

- Announcements & Steve Farber Keynote
- Steve Farber Book Signing
- Metamorphosis—The Story of the Houston Municipal Courts System
- Author Meet and Greet with Jim Kouzes & Barry Posner
- Leadership Journeys: A Conversation with Marshall Goldsmith
- Marshall Goldsmith Book Signing
- Tools of the Trade
- Closing General Session—A Monumental Finish

We also hope that you make time to browse our bookstore, visit with our Sponsors, and take advantage of our Ask An Expert consultations.



COLLABORATIVE
Growth®

Connecting People, Purpose & Productivity!



Marcia Hughes

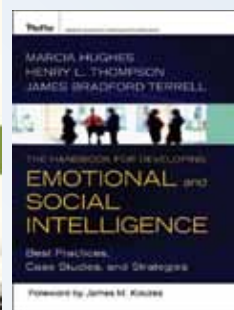
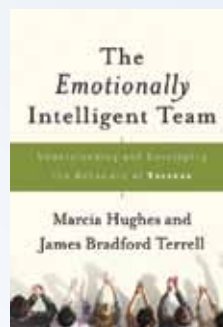
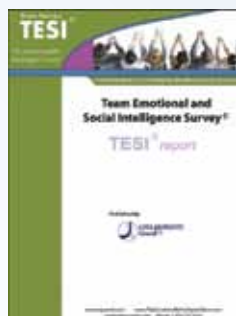
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- ★ Certification in EQi®, EQ 360®, & TESI®
- ★ Coaching & Training World Class EQ Leaders
- ★ Organizational & Team Development



James Terrell



303.271.0021

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www.EITeams.com

Thursday, 8/5, 10:00-11:00am

Blending The Leadership Challenge with Strategic Initiatives to Produce Extraordinary Results

Fairbanks A

Dayton Power & Light has blended The Five Practices from *The Leadership Challenge*® with company-wide action learning initiatives to deliver some sizable cost improvement/growth results. During this session, we will describe how *The Leadership Challenge* was used to prepare key managers to successfully lead these initiatives to completion. We will help attendees learn how they too can convert the lessons of The Leadership Challenge into immediate, revenue-producing or cost saving opportunities. We will also discuss the lasting impact of leadership development on the managers and the company.

Steve Coats is a managing Partner of International Leadership Associates, and co-author of the book, *There is No Box*. He has 23 years experience with The Leadership Challenge. **Daniel (“Dan”) J. McCabe** is a Senior Vice President and the Chief Administrative Officer for DPL Inc. and The Dayton Power & Light Company. Dan heads up a corporate shared services organization providing support to 1500 employees within DPL’s power plants, transmission and distribution operations, corporate and support functions and commercial operations. **Lisa Mason Beutel** is a consultant, facilitator and program director at the University of Dayton Center for Leadership & Executive Development in Dayton, Ohio. She is a doctoral candidate in educational leadership, utilizing The Leadership Challenge model in researching the leadership practices of women executives.

Connect 4! Exemplary Practice Facilitation Tools & Social Media Techniques

Fairbanks B

Successful learning about leadership involves a student’s ability to understand the material, make connections to their own experiences, be engaged in the learning process by participating in activities they remember, and then put leadership lessons into practice. In an age where information is plentiful and attention spans are not, how do you create a successful leadership training that make the pages of The Student Leadership Challenge come to life? Come Connect 4 and learn facilitation techniques such as “the little professor” and “The Leadership Challenge card game” and how to use social media tools such as Facebook and Twitter that will have students making meaningful, engaging, and lasting leadership connections from beginning to end...and with a whole lot of fun in between!

Ryan Underwood is the founder and Chief Leadership Officer of TRI Leadership Resources where he has specialized in the field of youth development and leadership in the education sector for more than 20 years. **Amy Gallimore** is Director of Leadership at TRI Leadership Resources. Amy spent a decade as a Director of Residence Life, Coordinator of Student Activities and Greek Life, and was the Youth Leadership Specialist at the University of Tennessee responsible for 4-H development across the Volunteer State.

Case Studies in Film: An Introduction to The Five Practices of Exemplary Leadership

Fairbanks C

Practical application of The Leadership Challenge model will be the focus of this engaging, interactive session. Utilizing clips from many of the ten all-new case studies created for the latest edition of The Leadership Challenge Workshop, attendees will learn about the various ways The Five Practices and the Ten Commitments of Exemplary Leadership are manifested in the real world. In addition, a brief overview of the research behind the model and why it is so important will be offered.

Dick Heller is a Certified Master of The Leadership Challenge. He was a producer/director for public television (WGBH-TV, Boston) before pursuing his interest in organizational management and leadership issues. Now an independent consultant and President of Full Extension LLC, Dick served as Chief Inspiration Officer at the Tom Peters Company.

Using Technology to Engage Today’s Youth in Leadership Development

Fairbanks D

Hear why the Raffles Institution in Singapore has embarked on using technology to aid the leadership development of its students and how Asian youth—scholars from Singapore, Malaysia, China, and Vietnam—are engaged and respond to leadership development through various technologies, such as blogs, e-journals, e-reflections, and social media.

Gary Ortega is the Head of Co-curricular Activities and Physical Education in Raffles Institution, Singapore. He has been involved with developing youth leadership for 10 years.

The Power of Positive Praise

Shutters

Here are two proven tools to help leaders master the fifth Practice of Exemplary Leadership, Encourage the Heart. The first tool is the affirmation matrix which provides leaders with various combinations of activities that allow them to adapt encouragement to the “currency” of the recipient. The second tool is a practical weekly worksheet to help leaders and the leaders they lead stay accountable for delivering positive praise to their constituents at least once a week. These tools have been used extensively in one-on-one coaching and seminar formats to help leaders increase their effectiveness with others.

Bill Zipp is the President of Leadership Link, Inc., a leadership development firm committed to equipping the next generation of leaders. Bill’s company serves the small and medium-sized business marketplace applying the principles of the Leadership Challenge. A popular speaker and master business coach, Bill’s latest book, *The Business Coaching Toolkit*, was published by Wiley and Sons in 2007.

11:15am-12:15pm

The Leadership Challenge and ROI—A Brooks Health System Experience

Fairbanks A

Determining the link between the expenses of providing leadership training and the return on investment is often hard to explain and prove. In this session, participants will consider the results of one 1,200 employee health system and how return on investment is gauged and determined utilizing *The Leadership Challenge* curriculum. Aspects that will be discussed include promotion rates, retention rates, clinic/program revenue success, changes in Leadership Practices Inventory (LPI) results, and others.

Edith Katz, Employee Development Manager of Brooks Health System, has incorporated action learning assignments as a part of the eleven session *Leadership Challenge* class taught at Brooks. After each session in which one of the five practices is taught, participants are given an assignment to prepare and share in the next session. **Karen Gallagher**, VP of Human Resources/Learning at Brooks Health System, has incorporated memorable YouTube videos into many of her sessions. Short, illustrative, and to the point, they generate lively discussions time and again!

Crisis Leadership: A Practical Application of The Leadership Challenge to the Chaos of a Crisis

Fairbanks B

Explore how The Five Exemplary Practices and their associated commitments reveal themselves during times of crisis. “Crisis” in this session will refer to government agencies, non-profit organizations and industry contending with natural or man-made disasters. We will begin with a brief overview of the basics of a crisis and the studied human response. Then each of the Five Practices and an associated case study will be discussed interactively. Take-aways will include various short case studies and Leadership Challenge based-models for application.

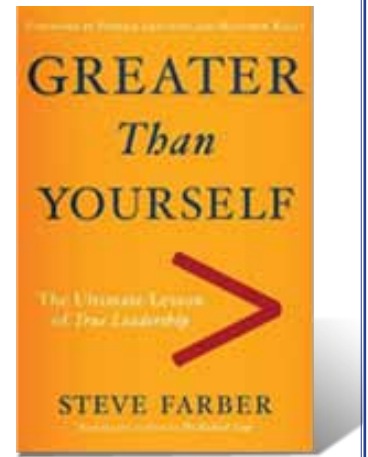
Gordon Meriwether is the founder of the Uriah Group, Inc., a management consulting group, specializing in all aspects of organizational crisis leadership within government, non-profits and industry. **Captain Meriwether**, a retired Naval Reserve officer, teaches leadership and management in various venues around the country including Los Angeles County Department of Public Health, Archer Daniel Midlands, Kansas City Power and Light, the Baltimore Orioles and Michigan State University.

Enabling Others to Act through Emotionally Intelligent Leadership

Fairbanks C

Teamwork. Empowering others. Shared leadership. In the contexts of higher education and non-profit organizations, are these simply ideals that we dream about or realities that we can demonstrate in the workplace and in different learning environments? Come learn how to enhance your work with others and enable them to act through a new model of leadership called Emotionally Intelligent Leadership (EIL). This session will provide you with a set of specific skills for building teams, developing collaborative goals, and strengthening relationships among colleagues, students, and teams. In the classroom or in the workplace, emotionally intelligent leadership leverages individual and collective

Steve Farber Booksigning Friday at 9:45am



strengths within the context of the unique environments in which we seek to bring about change.

Marcy Levy Shankman, Ph.D., focuses on unlocking the potential of individuals and organizations in higher education and the non-profit sector. With a primary emphasis on leadership development, Marcy teaches undergraduate courses, speaks on campuses and at conferences across the country, and consults with individuals and organizations to enhance their potential to bring about change. **Paige Haber** is an instructor for the Department of Leadership Studies at the University of San Diego, where she is also pursuing her Ph.D. in Leadership Studies. Paige’s experience is focused primarily on undergraduate college student leadership development.

The Challenge: Cultivating The Five Practices of Exemplary Leadership Virtually

Fairbanks D

How do you cultivate the Five Practices of Exemplary Leadership from The Leadership Challenge into the daily lives of busy sales managers? How do you get these managers to embrace these practices and make them integral to their daily responsibilities and actions? And how do you do this effectively both virtually and on a limited budget? For several sales organizations within Oracle Corporation, the answers to these questions is to roll out the learning of one Practice at a time over several months with the desired learning objective being ownership and application. In this session, you will learn how Oracle is working to strengthen and develop their next wave of leaders through The Leadership Challenge series, a virtual, blended learning experience that consist of both large and small group sessions where leaders engage and collaborate on the application of each Practice tied to both personal and organization’s business and leadership priorities.

Lee Paulino, Group Vice President, leads a pre-sales team that is responsible for working with Oracle’s most strategic application accounts in North America. He has worked in the software pre-sales arena for 25 years, including the last 13 at Oracle. **John Schmeisser**, Senior Sales Consulting Director, is responsible for pre-sales training and enablement programs and is leading the rollout of leadership programs within Mr. Paulino’s organization.

CONCURRENT SESSIONS THURSDAY, AUGUST 5

Deeper... Richer... New... A dialogue on the Five Practices Session I—Model, Inspire, Challenge

Shutters

This session will provide an experiential introduction to “conscious conversation,” a tool that can be used for group exploration of topics associated with TLC. Our objectives will be to tap each other’s wisdom and experience around the Five Practices and to develop new insights. In this first session we’ll work primarily with the practices Model the Way, Inspire a Shared Vision, and Challenge the Process. Time will be spent briefly introducing the practice of dialogue and key principles for “conscious conversation,” talking together, and then reflecting on and debriefing the process. Conversation threads will be recorded by a few volunteers from the group so that we can have a record of what we discover together.

Sharon Landes is a Certified Master Facilitator who has worked with Karyn Bechtel will replace Sharon Landes as Presenter.

levels, in the private and public sectors. She began practicing dialogue

and the art of ‘conscious conversation’ in 1992 and regularly uses the technique in her work.

CONUNDRUM: An Activity that Brings Challenge the Process and Enable Others to Act to Life

Coronado B

Conundrum is an in-class, experiential activity focused on problem solving across organizational lines. Lessons learned around cooperative goals, challenging perceived rules and collaboration are dramatic and applicable to participants’ real world experiences. Conundrum has been a staple activity for International Leadership Associates for several years and a much appreciated component of facilitator trainings. Come experience it for yourself! (Session limited to 30 people, preferably one per organization.)

Steve Houchin is an owner and managing partner of International Leadership Associates, a company founded over two decades ago to increase the supply of leaders in the world via The Leadership Challenge.

GRAB ‘N’ GO EXPO

2:00-3:00pm, Bel Aire Ballroom

So many good ideas and so little time! An interactive event allows participants to browse and “shop” for the kind of tools they need to expand and deepen their practice—think quick and easy experiential activities, facilitation tools, and the like. This is also an opportunity to hear from our Platinum Sponsors—International Leadership Associates and Sonoma Leadership Systems—and to learn about the latest additions to The Leadership Challenge® product suite.

Expo Sessions:

TIPS AND TOOLS

Valarie Willis, Leadership Challenge Certified Master

Explore three different facilitation tools that can easily be incorporated into workshops, follow-up sessions and coaching sessions, complete with examples and handouts: Teach Back Cards, The Collaboration Audit, and Enabling Elements.

ONE STOP, TEN APPLICATIONS: LPI ACTION CARDS AND THE LEADERSHIP CHALLENGE VALUES CARDS

Renee Harness, Third Eye Leadership

Cards are a great tool for helping provide clarity and focus on big picture questions. Leadership Challenge Certified Master Renee Harness will demonstrate how these two card decks and accompanying facilitator guides can enrich your facilitation around values clarification and acting on LPI results.

A TOOTHPICK ACTIVITY: EXPLORING MODEL THE WAY

Mary Cooper, Leadership Challenge Certified Facilitator

Come try out Mary’s activity that relates to Modeling the Way, featured in the all-new *The Leadership Challenge Activities Book*, edited by Elaine Biech and based on the work of Jim and Barry. Learning should be fun!

COACHING WITH THE LEADERSHIP PRACTICES INVENTORY & A COACH’S GUIDE TO DEVELOPING EXEMPLARY LEADERS

Kelly Ann McKnight, Leadership Challenge Certified Master & Executive Coach The Leader’s Way, Ontario, Canada

Learn the process used by this Executive Coach to ensure that clients develop their leadership skills. Gain a practical understanding of how to move people through the emotional side of receiving the feedback. See how this coach uses the new resource *A Coach’s Guide to Developing Exemplary Leaders* to bring value to her coaching practice.

SHINY AND NEW: MEET THE NEWEST ADDITIONS TO THE LEADERSHIP CHALLENGE PRODUCT LINE

Pfeiffer & Jossey-Bass Staff

Check out what’s new, how the material differs from other products, and ask questions of our knowledgeable staff.

LPI AND SLPI ONLINE DEMONSTRATIONS

Pfeiffer & Jossey-Bass Staff

Let us walk you through the online applications of the Leadership Practices Inventory (LPI) or Student Leadership Practices Inventory (SLPI) and answer your questions. This is a great chance to get more familiar with these tools and see why so many people jump at the chance to use them.

THE LEADERSHIP CHALLENGE IN CRISES

Gordon Meriwether, The Uriah Group Inc.

Using fictionalized crisis situation case studies, crisis leadership expert

3:15-4:15pm

Using The Leadership Challenge to Develop Senior Executives

Fairbanks A

The Leadership Challenge model is appropriate for all levels of an organization, and as such, we've found it to be an extremely effective tool for the development of all levels of executives, primarily in a healthcare environment within and outside the military. Developing leadership skills in senior level employees requires creativity to ensure these leaders are challenged appropriately so as to realize the importance of learning new and proven leadership skills. This case study will demonstrate the Leadership Challenge tools and techniques used in the leadership development of senior healthcare executives within the Army Medical Department.

Dr. Jody Rogers is a Professor at Trinity University, Board Certified in Health Administration, and leads the Army Medical Department Executive Skills Program in addition to teaching in two Graduate Programs and speaking nationally on the topic of leadership in healthcare. He has

used *The Leadership Challenge* book in both graduate programs and in leadership training programs with senior healthcare executives. **Emil "Mickey" Meis** is a retired Army Colonel with over 30 years of leadership experience in the Army Medical Department. He currently serves as the Deputy in the Leader Training Center at the Army Medical Department Center and School. He also teaches leadership in the US Army-Baylor University Graduate Program in Business and Healthcare using *The Leadership Challenge* as his primary text.

Expand the Reach of The Leadership Challenge With E-Learning: A Case Study with Trustmark Companies

Fairbanks B

The Leadership Challenge® eLearning Program was introduced this past spring by Pfeiffer and piloted by Trustmark Companies. Trustmark has utilized The Leadership Challenge since 2007 and strongly believes in a multi-level approach to developing leaders to create culture change. This session will provide specific examples of how Trustmark Companies, together with consultancy Third Eye Leadership, employed

Gordon Meriwether will explain how The Leadership Challenge can be applied in handling such circumstances.

INTEGRATING OTHER TEXTS INTO YOUR LEADERSHIP CHALLENGE CURRICULUM

Edith Katz and Karen Gallagher, Brooks Health System

See how other bestseller business texts and related class activities can be used to enhance understanding and application of Jim and Barry's Five Practices of Exemplary Leadership. Handouts of activities related to each text will be available.

EMOTIONALLY INTELLIGENT LEADERSHIP: ENABLING OTHERS TO ACT

Marcy Levy Shankman, MLS Consulting, LLC.

Paige Haber, University of San Diego

With simple materials like paper, pens, tape, and balloons, participants will walk away with practical suggestions, strategies that they can facilitate and new ideas about how emotionally intelligent leadership enables others to act.

BLOGGING TO EXTEND LEADERSHIP LEARNING EXPERIENCES

Beth High, HighRoad Consulting

Gary Morgan, Student Leadership Excellence Academy

Learn how easy it is to create and use an engaging blog to extend the leadership learning of your clients or students between training programs.

ON THE HORIZON: THE NEXT EDITION OF THE LEADERSHIP CHALLENGE

Pfeiffer and Jossey-Bass Staff

This is a unique opportunity to visit with the editorial staff behind the upcoming fifth edition of *The Leadership Challenge*, scheduled to pub-

lish in 2012. What would you like to see in the new book? What would you do differently in this new edition?

BUILDING TEAM MOTIVATION & IDENTITY

Marcia Hughes and James Terrell, Collaborative Growth

Explore two well-defined exercises that help build team motivation and identity. One will send them off on a team scavenger hunt; while the other will help a team stay on target. Examples and handouts that can be used in facilitation included.

THE LEADERSHIP CHALLENGE ELEARNING COURSE DEMONSTRATION

Pfeiffer & Jossey-Bass Staff

Get a first-hand look at the new eLearning course based on The Leadership Challenge and learn about the various options available for deployment.

Platinum Sponsor Session: 2:00-2:20pm

International Leadership Associates

Infused with passion by the promise of a yet unpublished book, International Leadership Associates was founded in 1987 to take The Leadership Challenge to the world. Come and hear how our passion, expertise, and consultative approach within The Five Practices of Exemplary Leadership have produced more and better leaders for over 20 years.

Platinum Sponsor Session: 2:30-2:50pm

Sonoma Leadership Systems

We're all salespeople when we influence decision makers to invest in The Leadership Challenge. This lively, interactive session will provide you with insights on how we position The Leadership Challenge as a solution, with examples and stories from nearly 20 years of experience.

the e-learning program to provide an opportunity for more people in an organization to increase their knowledge of The Five Practices of Exemplary Leadership®.

Renee Harness is a Certified Master and Coach for The Leadership Challenge and the Leadership Practices Inventory®, and has led organization development, training and effectiveness initiatives in large corporations and academia for over 16 years. With Jo Bell, Renee is the co-author of the recently-published leadership resource, *The Leadership Inventory® Action Cards Facilitator's Guide* and a Managing Partner of Third Eye Leadership™. **Donna Hirsch** is the 2nd VP of Organizational Development at Trustmark Companies. The majority of her 17 year career has focused on leading Learning and Organizational Development departments for Fortune 500 companies. With these companies she has developed her skills in: leadership development, change management, instructional design and a systems view of learning.

Realizing the Diversity Challenge with The Leadership Challenge Workshop

Fairbanks C

Regardless of what sector your work in, diversity has the potential to foster enhanced creativity and effectiveness of classrooms, groups, and organizations. Globalization requires that leaders be prepared to work with diverse leaders and constituents. The Leadership Challenge Workshop is founded in research with diversity at its core. In this session, we will explore how TLCW relates to leaders from diverse backgrounds and prepares all leaders to work in diverse organizations and societies. Through the lens of diversity, we will provide and demonstrate curriculum and activities that support cultural awareness and sensitivity, as well as enhanced leadership effectiveness.

Katya Armistead is an assistant dean of students and Director of the Office of Student Life at UC Santa Barbara with more than twenty years of experience in higher education administration. **Miles Ashlock** is Associate Director, Leadership Development in the Office of Student Life at UC Santa Barbara and a trained facilitator for The Leadership Challenge Workshop.

Friday, 8/6, 10:15-11:15am

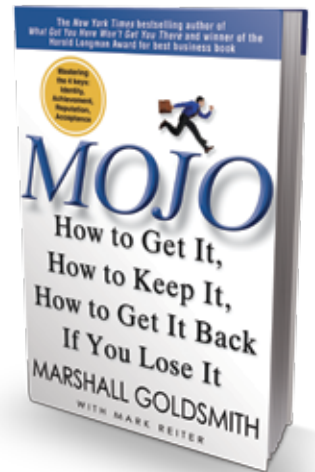
Metamorphosis—The Story of the Houston Municipal Courts System

Fairbanks A

This case study is an inspiration. The Houston Municipal Courts Administration processes over 1.4 million violations, generates over \$70 million in State and City fine payment revenues, and services 6-8,000 customers daily. The mayor charged the Director and Chief Clerk to lead the Administration Department consisting of over 500 staff to raise the level of professionalism and service to the city's citizens. Searching for and applying ideas from business as well as government entities has spurred growth and processes are being changed. A transformation in leadership culture is clearly taking shape.

Liz Cloud, CPA has supported leadership principles with individuals and organizations for over 30 years. Her experience both as a corporate employee and a consultant gives a blended perspective when working with

Marshall Goldsmith Booksigning Friday at 2:15pm



individuals to develop their leadership potential. **Jackalyn Rainosek, PhD** is a leading consultant in the field of organizational development and leadership. She has led many organizations, both her own as well as private, non-profit and governmental, in successful change for over 35 years.

Leadership Challenge: Back to the Future

Fairbanks B

The goal of this session is to give leaders, facilitators, and coaches insight into various media trends and how these can be used by leaders to embody the key messages of The Leadership Challenge. Focusing on specific skills and tools leaders will need to utilize to inspire and motivate in the future, we will discuss which actions to take so that leaders can take advantage of technology, social networking, smart mobs, commons creating, and eLearning 2.0 using real-world examples. In this session, we'll conduct an activity to test your social techno-graphic skills and determine how to best become active in the social media world.

The Queen of Connections, Sonoma Leadership Systems **Jeni Gomez Nichols** has over fifteen years of experience working with authors Jim Kouzes and Barry Posner bringing *The Leadership Challenge™* to leaders throughout the world. In 2005, she founded Sonoma Leadership Systems with a vision of a "Well led world, one leader at a time." **Lauren Parkhill** has helped build Sonoma Leadership Systems from the ground up. **Beth High** will replace Lauren Parkhill as Co-presenter. She also worked in the technology field at an internet online magazine as a producer and web developer.

Using The Student Leadership Challenge to Develop Young Leaders

Fairbanks C

There is a great need for developing leadership skills in young people now as opposed to traditionally waiting until they become leaders as they progress through their careers. But how is working with young leaders different and unique? Participants who work with college students, students in high schools, middle schools, and youth organizations and with young employees can develop their leaders by using The Student Leadership Challenge. Designed specifically for those who want to learn how to facilitate leadership development with young leaders,

whether in an educational setting or in your company, this workshop will help you better understand the developmental stages of younger students and professionals who desire to become leaders. If you want to reach to students or other youth-oriented organizations, this session will help you learn about the student market and how you can help develop young people preparing for or entering the workforce.

Gary M. Morgan is the founder of Student Leadership Excellence Academy. He has taught and worked on college campuses for more than 25 years and most recently directed the leadership programs for a campus of 50,000 students. He now provides leadership training and consulting services for educators who work with young and college age student leaders.

Sustaining The Leadership Challenge with Emotional Intelligence

Fairbanks D

No workplace is perfect, nevertheless we believe that by sustaining The Five Practices with emotional intelligence (EI), attendees will learn skills which will help them make their environments the perfect place to work. Through experiential activities and “JePARODY,” we will demonstrate how EI helps leaders create and enlist support for a compelling shared vision, enable others to act, encourage the heart, build credibility by using the five factors (Perceiving, Managing, Decision Making, Achieving and Influencing) measured by the Emotional Intelligence Skills Assessment (EISA.) Six specific steps for improving EI will be discussed and directly linked to the Practices to help create an action plan for improved organizational leadership.

With over 30 years of sales and marketing experience, **Rosalie Clough** combines executive decision making capabilities with demonstrated success in leading through organizational change. She is a seasoned and influential business executive and a solutions oriented trainer, coach, facilitator and mentor with a personalized approach to each individual or group. With extensive legal, sales, marketing and coaching experience, **Doug Brown** combines creative approaches with practical business experience to create solutions for individuals and organizations experiencing real-world challenges. Doug seeks to build consensus among different viewpoints to arrive at specific action steps in pursuit of a team oriented approach to problem resolutions.

Deeper... Richer... New... A dialogue on the Five Practices Session II—Enable and Encourage

Shutters

This session will provide an experiential introduction to “conscious conversation,” a tool that can be used for group exploration of topics associated with TLC. Our objectives will be to tap each other’s wisdom and experience around the Five Practices and to develop new insights. In this second session, we’ll work **Session Moved** Others to Act and Encourage the Heart. Time will be spent briefly introducing the practice of dialogue and key principles for “conscious conversation,” talking together, and then reflecting on and debriefing the process. Conversation threads will be recorded by a few volunteers from the group so that we can have a record of what we discover together.

Sharon Landes is a Certified Master Facilitator who has worked with TLC and the Five Practices since 1990—worldwide, at all organizational

levels, in the private and public sectors. She began practicing dialogue and the art of ‘conscious conversation’ in 1992 and regularly uses the technique in her work.

2:45-3:45pm

Tools of the Trade

Fairbanks A

In this session, you will learn there are two key components to imbedding The Leadership Challenge into an organization. One is to create a bridge between existing survey data (and competencies) and model to help leaders see the links and make daily connections. The second component is in creating follow-up plans that keeps the learning alive after the workshop, especially for intact teams. Learn a fun and easy way to facilitate the bridge while conducting a workshop and get ideas for how to create a 12-month follow-up plan.

Valarie Willis is an author, speaker and Certified Master of The Leadership Challenge. She has worked in non-profit, government, health care, corporations, and universities bringing leadership to life and transforming teams.

The Leadership Challenge in Polk County

Fairbanks B

The value of the LPI and The Leadership Challenge Workshop is so much greater than just gaining 360-degree feedback and personal development. The Leadership Challenge model is at the center of our individual and organizational growth efforts. This presentation will illustrate the various ways we are utilizing the model and leveraging the support materials to develop candidates for our succession planning process.

Steve Bonkoski brought 20 years of leadership development and succession planning with him from the private sector when he moved into the public sector in an OD role 4 years ago. He has worked with every level of both private and public sector organizations in the US, and he has significant international private sector experience working his “OD magic.”

Deeper...Richer...New...A Dialogue on The Five Practices Session II - Enable and Encourage

Fairbanks C

This session will provide an experiential introduction to “conscious conversation,” a tool that can be used for group exploration of topics associated with TLC. Our objectives will be to tap each other’s wisdom and experience around The Five Practices and to develop new insights. In this second session, we’ll work primarily with the Practices Enable Others to Act and Encourage the Heart. Time will be spent briefly introducing the practice of dialogue and key principles for “conscious conversation,” talking together, and then reflecting on and debriefing the process. Conversation threads will be recorded by a few volunteers from the group so that we can have a record of what we discover together.

Karyn Bechtel will replace Sharon Landes as Presenter.

What does the Research Say about Student Leadership?

Fairbanks D

Is leadership in our students any different from leadership later in life? How do the behaviors of leaders in high school compare with undergraduate college students? What impact does ethnicity have? Do the responses of U.S. students differ from students outside the U.S.? How does formal leadership development experiences impact leadership behaviors? Why does student leadership matter? Join Barry Posner as he offers his insight into developing student leaders based on his analysis of the last two years' worth of online data from the Student Leadership Practices Inventory (Student LPI). Get your questions answered about the data, and help generate hypothesis for further studies.

Barry Posner, co-author of *The Leadership Challenge* and *The Student Leadership Challenge* and co-creator of the Student LPI, is Professor of Leadership at the Leavey School of Business, Santa Clara University, where he served for 12 years as Dean of the School. Barry is an internationally renowned scholar who has published more than 85 research and practitioner-oriented articles.

Inspiring a Shared Vision: The Greatest Challenge

Shutters

This highly interactive session will provide program participants a “hands-on” opportunity to practice demonstrating the six behaviors included in Inspiring a Shared Vision—a challenging and rewarding learning experience for all! These behaviors are some of the least frequently demonstrated in Leadership Practices Inventory responses, and are therefore possibly some of the most difficult to manifest in the eyes of others.

Craig Haptonstall is President and Chief Mechanic of Leadership Mechanics. The mechanics are a dedicated group of professionals specializing in empirical outcomes generated as a result of strategic Leadership development initiatives based on the evidence and research of The Leadership Challenge. Craig has worked extensively with The Leadership Challenge since 1995.

We regret that we made an error and mistakenly listed the above session as occurring Friday afternoon. The correct time is 3:15-4:15pm on Thursday, August 5th in Shutters.



SPONSORS

PLATINUM

International Leadership Associates

ILA 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 a number of industries including retailing, financial services, telecommunications, healthcare, technology development and state and federal government.

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www.i-lead.com



Sonoma Leadership Systems

Sonoma Leadership Systems is a Leadership Training and Development Company, and Preferred Providers of The Leadership Challenge and Five Dysfunctions of a Team. We provide a dynamic range of integrated training programs, coaching, and implementation tools designed to inspire and develop leaders at every level and every generation in your organization. With our global network of master consultants, coaches and trainers, we can customize a program to develop personal leadership potential, or accelerate your organization's productivity and bench-strength transforming values into actions, visions into realities, obstacles into innovations, and risks into rewards.

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Collaborative Growth supports organizations in building emotionally intelligent teams, emotionally intelligent leaders and in developing employees who want to follow their leaders. . . . and produce results! No matter how powerful your organization's vision is, your leadership team has to inspire commitment in each team and individual to be effective. We coach and train leadership and provide team building through our TESI® measure which gives teams and leaders the opportunity to maximize their strengths and address their weaknesses. We promote Collaborative Intelligence™ to gain measurable results.

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Leadership Mechanics

Leadership Mechanics is a professional Leadership Development firm, specializing in designing development strategy utilizing the evidence and research of The Leadership Challenge. With experience and applications beginning in 1995, Leadership Mechanics has documented strategy outcomes of: elevated revenue, customer satisfaction, employee satisfaction, and reduced employee turnover rates, as well as best place to work designations. Global application experience includes: Switzerland, Egypt, Argentina, China, Singapore, New Zealand, Canada, and Mexico. Client base includes a wide variety of industry, government, educational, healthcare, and nonprofit organizations.

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