

**THE
LEADERSHIP
CHALLENGE
FORUM**

2013

SCOTTSDALE, AZ
JULY 25-26

FOUR SEASONS RESORT

**Envisioning
the future to
achieve the
extraordinary**

PROGRAM





#1 Global Provider, The Leadership Challenge®



Great Product

We Leverage The Leadership Challenge and LPI to ensure you get the best research-based, evidence backed approach that also reflects your organizations' competencies.

Great People

We have the largest, most experienced network of Certified Master facilitators, coaches, trainers, and consultants. We match the right person to your organizational need.

Great Place

Our public workshops are held throughout the year in Sonoma, California, in the heart of the Wine Country, within walking distance to Sonoma's historic Plaza.

Public Workshops and Facilitator Training, Internal Initiatives, Coaching,
Global Facilitators, LPI 360 Assessments, eLearning, Follow-on Programs



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Dear Friends,

Welcome to The Leadership Challenge Forum in Scottsdale! We're delighted that you have made time to join us in this lovely resort setting for an in-depth experience with all things Leadership Challenge. This year, our theme is *Envision the Future to Achieve the Extraordinary*. Over the next two days there will be more interactive experiences than ever before that will fully engage you in exploring the changing landscape of leadership development—what that means for your own development and practice, and what that means for the legacy we are building together for the next generation of leaders and *The Leadership Challenge*.

Some items of note about this year's Forum:

In lieu of a traditional keynote, we will lead you on a deep dive into the practice of Inspire a Shared Vision.

All attendees will receive a limited edition print copy of our new eBook, *Great Leadership Creates Great Workplaces*, about our ongoing research in the area of Positive Workplace Attitudes.

In keeping with this year's theme, breakout sessions were carefully selected to support the concept of Vision. Whether case study, skill-building, or activity, we hope you take advantage of all concurrent session programming to learn from each other and come away with actionable ideas to implement in your own vision.

No matter if this is your first Forum or your sixth, know that we appreciate the opportunity to learn from each and every one of you during our time together. We thank you for all that you do.

Love 'em and Lead 'em,



Jim Kouzes and Barry Posner

Authors, *The Leadership Challenge*

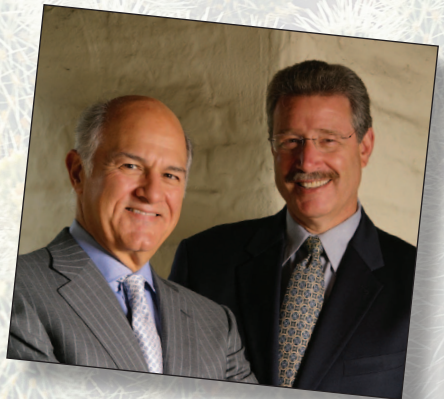


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GENERAL INFORMATION

Information Desk

Pre-conference and Forum information can be found downstairs from the lobby to the left near Pinnacle Foyer. The desk will be staffed at the following times:

Mon, July 22	5:00pm–7:00pm
Tues, July 23	7:00am–9:00am
Wed, July 24	7:00am–9:00am and 4:00pm–7:00pm
Thurs, July 25	7:00am–5:30pm
Fri, July 26	7:00am–5:00pm

Meals

Your conference registration includes breakfast pastries and coffee, lunch both days, and admission to the Thursday networking dinner. Breakfast pastries and coffee will be served from 7:30-8:30am both days in Pinnacle Foyer. Lunch will be served from 12:00pm-1:15pm on Thursday and 11:30am-1:00pm on Friday in Troon Foyer and Ironwood Foyer. The Thursday networking dinner reception will take place 6:00-8:30pm in Proof Restaurant.

Bookstore

The Forum bookstore will be open all day in Pinnacle Foyer Thursday from 7:30am to 5:00pm and Friday from 7:30am-3:30pm.

Expo

Visit our sponsor exhibits in Pinnacle Foyer to learn more about their products and services. The expo will be open Thursday from 7:30am to 5:00pm, and Friday from 7:30am to 3:30pm.

Community Building

Please join us in Pinnacle Foyer Thursday 11:15am-12:00pm and Friday 9:30am-10:15am to visit our sponsor booths, browse our bookstore, view demonstrations of digital products, and chat with like-minded leadership development professionals.

Presentations

Select presentation materials will be available at www.leadershipchallengeforum.com approximately one week after the Forum.

Stay Connected!

Our social media team will be live-tweeting, blogging, and posting inspiring moments as they happen. Please join us by posting your own Forum highlights and tag “The Leadership Challenge” on Facebook posts and use the Twitter hashtag “#TLCForum13.”



@tlctalk use #tlcforum13



www.facebook.com/kouzesposner



Join The Leadership Challenge Group

Book Signings:

Book signings will be held after each morning Keynote, during our Community Building time in Pinnacle Foyer. You will have the opportunity to purchase and have books signed by Jim Kouzes and Barry Posner, Thursday 11:15am-12:00pm and Alyse Nelson, Friday 9:30am-10:15am.

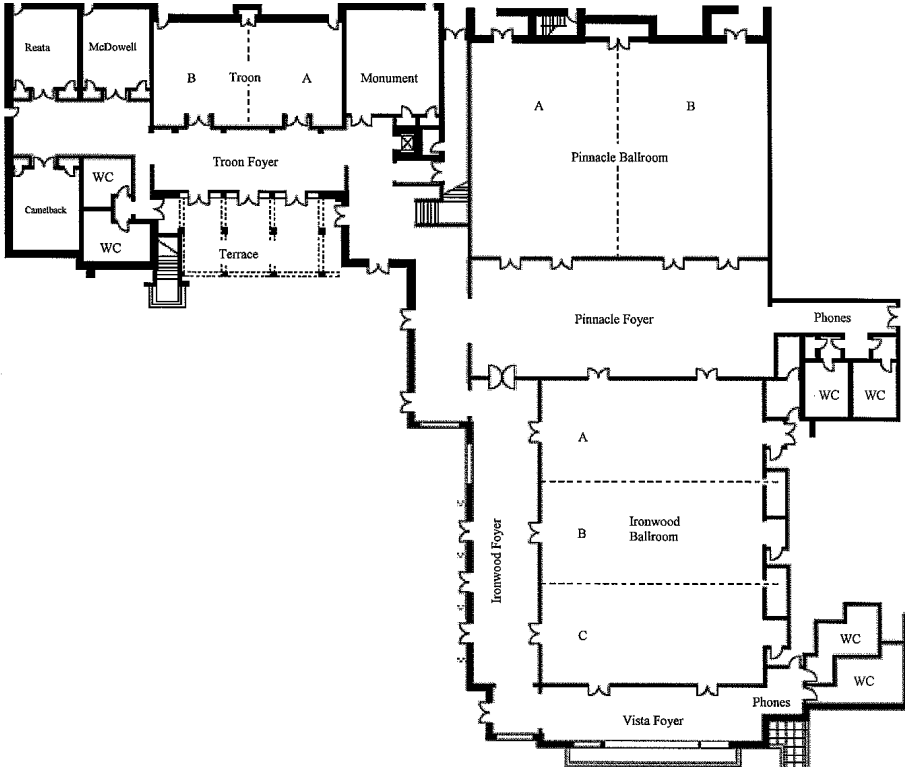
“Ask an Expert” Consultations

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 Jessica Porterfield.

HRCI Credits

This conference has been pre-approved for 11.25 General Recertification Credit Hours. To earn 11.25 General recertification credit hours for attending this conference, please enter the **program ID # 144227** with the conference dates to your online recertification application at www.hrci.org. Should you have any further questions, please leave a message at the Information Desk for Jessica Porterfield.

Hotel Map



The Leadership Challenge Forum Planning Team



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SCHEDULE AT-A-GLANCE, THURSDAY JULY 25th

7:30–8:30am PINNACLE FOYER	Breakfast	
8:30–8:45am PINNACLE BALLROOM	Welcome Denise Sullivan, FORUM DIRECTOR	
8:45–11:15am PINNACLE BALLROOM	Opening Session (break 9:45–10:00am) Inspire a Shared Vision JIM KOUZES AND BARRY POSNER	<i>Sponsored by Sonoma Leadership Systems</i>
11:15am–12:00pm PINNACLE FOYER	Community Building & Jim Kouzes and Barry Posner book-signing	
12:00–1:15pm TROON FOYER and IRONWOOD FOYER	Lunch	<i>Sponsored by Leamon Group</i>
1:15–2:30pm TROON A/B IRONWOOD A IRONWOOD B	Case Study Sessions <ul style="list-style-type: none"> • Building a High-performance, Values-Based Culture through Exemplary Leadership LAMONT GILBERT and BRUCE BAUMGARTEN • Developing “Every Nurse a Leader” Mindset to Transform Healthcare Organizations JACKIE MEDLAND and SUSAN GREER-DAY • Vision: To Help Young Leaders Change Their World CHRIS NEL, BALGEEES BARENDILLA, and SAMIUL ISLAM 	
2:30–2:45pm	Break	
2:45–3:45pm TROON A/B IRONWOOD A IRONWOOD B IRONWOOD C	Skill-building Sessions <ul style="list-style-type: none"> • The True Significance of Living Values MICHAEL BUNTING • Employee Engagement and Leadership: The Relationship that Changes the World BRETT COOPER and DAN SCHWAB • A Framework for Transforming Sales with The Leadership Challenge EDITH KATZ and SALLY LIAW • Keeping The Leadership Challenge Alive CANDACE ANDERSON and STEVE COATS 	
3:45–4:00pm	Break	
4:00–5:00pm PINNACLE BALLROOM	General Session Open Roads Open Minds STEVE UZZELL, SPEAKER and PHOTOGRAPHER	<i>Sponsored by Fine Points Professionals Ltd.</i>
5:00–6:00pm	Break	
6:00–8:30pm PROOF RESTAURANT	Networking Dinner	<i>Sponsored by Integris Performance Advisors</i>

SCHEDULE AT A GLANCE FRIDAY, JULY 26th

7:30–8:30am **Breakfast**

PINNACLE FOYER

8:30–9:30am **General Session**

Sponsored by International Leadership Associates

PINNACLE BALLROOM

Vital Voices: The Power of Women Leading Change Around the World | ALYSE NELSON, PRESIDENT and CEO, VITAL VOICES

9:30–10:15am

Community Building & Alyse Nelson book-signing

PINNACLE FOYER

10:15–11:30am **Case Study Sessions**

TROON A/B

• Leadership in Government—An Oxymoron? | FRED JACQUES and KEN FREIR

IRONWOOD A

• Coaching in the Moment—Lessons from Elite Rugby | MARK SODEN

IRONWOOD B

• From Dream to Reality: The Power of Inspiring a Shared Vision | KELLY CHERRY and CRAIG HAPTONSTALL

11:30am–1:00pm **Lunch**

Sponsored by Leadership Mechanics

TROON FOYER and

IRONWOOD FOYER

1:00–2:00pm **Skill-Building Sessions**

TROON A/B

• Vision Development for Intact Teams | MELISSA LANIER and ELYSE NEWMAN

IRONWOOD A

• Stumbling Blocks to Leadership: Audit Tools for Challenge, Enable & Encourage | JO BELL and RENEE HARNESS

IRONWOOD B

• Creating a Practical and Sustainable Development Plan based on LPI® Results | HOLLY SEATON

IRONWOOD C

• Capturing the Impact of LPI® Online | BETH HIGH

2:00–2:15pm **Break**

2:15–3:15pm **Activity Sessions**

IRONWOOD A

• The Marshmallow Challenge: A Tool for Challenge the Process | JODY ROGERS

IRONWOOD B

• Bringing Values to Life | STEVE SKARKE

TROON A/B

• Vision Through Art | KELLY ANN MCKNIGHT

3:15–3:30pm **Break**

3:30–4:30pm **Closing Session**

Sponsored by Diversity Leadership Consultants

PINNACLE BALLROOM

Our Common Vision | JIM KOUZES AND BARRY POSNER

Light The Fire Within!



Inspire others to greatness through
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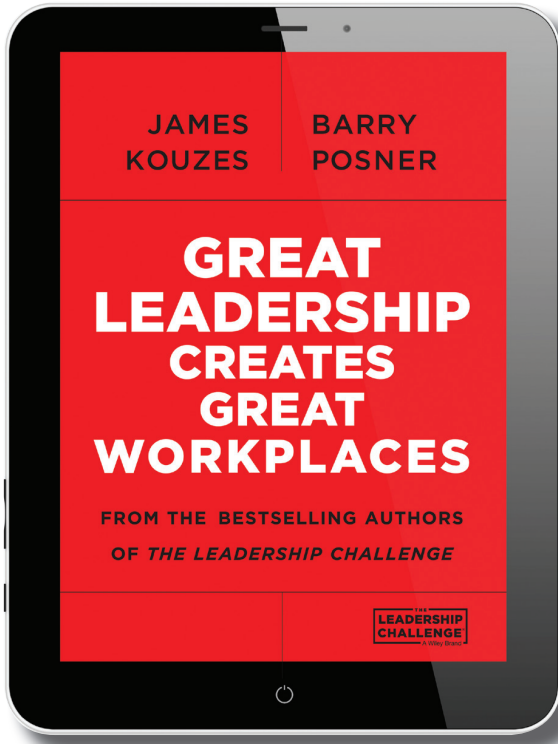
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New from Kouzes and Posner



Discover the Attitudes that Transform An Ordinary
Workplace into an Extraordinary Workplace!

.....

This new e-book draws on The Five Practices of Exemplary Leadership® to create an innovative metric—**Positive Workplace Attitudes**—that shows how leaders affect employee engagement. Filled with fresh findings, *Great Leadership Creates Great Workplaces* reveals what it takes to improve employee engagement to outperform the competition.

 Available wherever e-books are sold.

The Leadership Challenge is a registered trademark of John Wiley & Sons, Inc.



7:30–8:30am

PINNACLE FOYER

Breakfast

8:30–8:45am

PINNACLE BALLROOM

Welcome

Denise Sullivan, Forum Director

8:45–11:15am

PINNACLE BALLROOM

Opening Session (break 9:45-10:00 am)

Jim Kouzes and Barry Posner

Inspire a Shared Vision

At last year’s Forum, we looked at the three decades of research, writing and application, as well as the shared values that form the foundation of our mission and our community. This year, we turn our eyes to the future. As everyone whose read Jim and Barry’s work knows, being “forward-looking” is the quality that differentiates leaders from individual contributors. We also know that historically Inspire a Shared Vision is the practice that scores lowest of all The Five Practices. These two truths tell us it is vital to explore ways in which we can improve our collective capacity to envision the future and enlist others in a common vision.

In this opening session of the 2013 The Leadership Challenge Forum Jim and Barry offer the latest data on the current state of Inspire a Shared Vision, share their observations about why this practice scores low, and then engage Forum participants in exploring ways in which all of us can strengthen leaders’ capacities to Envision and Enlist.

In addition, Jim and Barry will guide us in building our learning community for the time we are together. It is a fun and interactive time during which we’ll meet our colleagues, learn about the resources we each bring to the community, and the questions and needs we have for this event and beyond.



Jim Kouzes and Barry Posner are the co-authors of the classic best-selling books *The Leadership Challenge*, *The Truth About Leadership*, *A Leader’s Legacy*, *Encouraging the Heart*, and over a dozen other books and workbooks on leadership. They also developed the highly-acclaimed LPI: Leadership Practices Inventory, a 360-degree assessment tool based on The Five Practices of Exemplary Leadership. Jim is the Dean’s Executive Fellow of Leadership and Barry is the Accolti Professor of Leadership at Santa Clara University’s Leavey School of Business. They are among the world’s most trusted and influential scholars on leadership.

Sponsored by **Sonoma Leadership Systems**

11:15am–12:00pm Community Building

PINNACLE FOYER

Community com·mu·ni·ty(noun)

A group of people with a common background or with shared interests within society. The Leadership Challenge community gives us the opportunity to connect and network with like-minded professionals as we learn how to become and develop better leaders. Please join us in the Pinnacle Foyer to have books signed by authors Jim Kouzes and Barry Posner, visit our sponsor booths, browse our bookstore, view demonstrations of digital products, and chat with like-minded leadership development professionals.

12:00–1:15pm Lunch

TROON FOYER and
IRONWOOD FOYER

Sponsored by **Leamon Group**

1:15–2:30pm Case Study Sessions

Presenters will share a story featuring practical and concrete examples of how an organization is intentionally putting The Leadership Challenge to work, as well as relaying the ups and downs and lessons learned during implementation.

Building a High-performance, Values-Based Culture through Exemplary Leadership

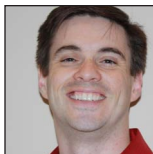
TROON A/B

With the goal of creating a systemic approach that would make a significant impact on the organization as well as on individuals and teams, the AAA Leadership Institute is a series of programs guiding leaders to better understand and improve their leadership impact and company business results. One program is the Leaders Development Program consisting of an integrated sets of workshops, exercises, and features The Leadership Challenge along with classroom instruction, business simulation, and action learning. The Leadership Challenge two-day workshop and LPI were selected because of their proven reliability and validity. A program called Leadership & Exemplary Practices engages Leaders-as-Teachers. It raises awareness of The Leadership Challenge practices and concepts to accelerate a common leadership language across the company. Through presentations, discussion, and Q&A, participants in this session will learn about the leadership roadmap AAA used to develop The Leadership Challenge in their organization, and the ways they apply The Five Practices in their daily lives and development plans.



Lamont Gilbert directs AAA Northern California, Nevada & Utah Insurance Exchange's Leadership Institute, now ranked #45 nationally by Leadership Excellence magazine of the 250 qualifying large com-

panies. Lamont focusses on employee development and organizational leadership capabilities that drive effective and sustainable change, and is an experienced motivational speaker.



Bruce Baumgarten is an organizational and performance executive that leads cross functional training projects with high impact. Bruce has designed and implemented learning and performance

systems that focus on leadership development, performance consulting, and training analytics with high impact.

Developing “Every Nurse a Leader” Mindset to Transform Healthcare Organizations

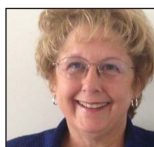
IRONWOOD A

Our philosophy “Every Nurse a Leader” is based on the Five Practices and promotes leadership at the bedside, challenging the use of title or position as leadership measures. The Program is a 2-year residency that includes workshops, mentoring, and coaching to help new RN graduates set an example, develop collaborative relationships, connect their work to the “big picture”, challenge the status quo through research that drives innovative changes, and customize “thanks and praise” to each individual. Our new RNs’ passion and energizing leadership has begun to change the culture of our union nurse population, making extraordinary things happen!



Jackie Medland is Vice President of Patient Care Services and the Chief Nursing Executive Officer at Presence Saint Joseph Medical Center.

She is a registered nurse with a Master of Science degree in nursing from the University of Illinois in Chicago. She also holds a PhD in organizational development, which uniquely prepared her to understand social practices that define the workplace. Jackie has published extensively on strategies to maintain healthy work environments. Her passion for nursing and transformational healthcare leadership spans three decades. Jackie’s ability to inspire offers a fresh, innovative perspective on meeting future healthcare challenges.



Susan Greer-Day is Grant Project Coordinator for Presence Saint Joseph Medical Center. She is a Licensed Professional Counselor who holds a Master of Arts degree in Clinical Psychology from Texas A&M University. She has 20 years of experience in program management and regulatory compliance. She provides oversight for the Transition Into Practice grant and spearheads QSEN research projects. She completed the LPI®: Leadership Practices Inventory® Certificate Program and utilizes the LPI with new graduate and seasoned RNs as a leadership development guide.

Vision: To Help Young Leaders Change Their World

IRONWOOD B

Leaders are dealers in hope ... Vision is a description of the hope that leaders have for their constituents. In this session you will hear how the Active Change Foundation (ACF), led by Hanif Qadir, rekindles hope in the notoriously tough East End of London, UK.

Chris Nel, Balgees Barendilla and Samiul Islam (Young Leader Programme Winner) are joining the Forum from London, England, to introduce the work of the ACF to you and to describe how developing young leaders is integral to stabilizing broken communities.

At 15 years of age Samiul was one of the youngest 150 applicants to take part in the most recent ACF Young Leaders Year of Development. Based primarily on the strength of conviction to improve their community, only 35 youngsters were accepted. All have worked hard to combine their LPI and The Five Practices of Exemplary Leadership® learning with the passion they feel for improving the environment they live in.

Samiul will describe what he has been doing to “make a dent in his universe”. You will hear a young leader dealing in hope. Not just his hope for East London but also renewing our sense of personal hope that young leaders can meet the challenges, seen and unseen, that we all face.



Chris Nel is a Certified Master of The Leadership Challenge and Managing Director of Quest Leadership.



Balgees Barendilla is Partnership Liaison Manager for the Active Change Foundation. She is a South African Muslim and the glue that holds the organization together.

2:30–2:45pm

Break

2:45–3:45 pm

Skill-building Sessions

Presenters will offer insight into a particular process or technique that they have successfully employed in support of The Leadership Challenge.

The True Significance of Living Values

TROON A/B

Over the last 12 years we have discovered that individuals struggle with the intrinsic significance of leading and living from a values-based position. This session, based on Robert Kegan’s developmental theory explains WHY it is worth living values, and how we fool ourselves into believing we are living them when at times we are actually in direct opposition to our values. If you teach values in a leadership context, this session is must for you. It will give you a wonderful insight into the ‘scene behind the scene’ of values.



Michael Bunting, Certified Master of The Leadership Challenge, has 20 years of depth psychology and awareness training and runs a successful consultancy in Sydney Australia.

Employee Engagement and Leadership: The Relationship that Changes the World

IRONWOOD A

People join companies. People leave their leaders.

Employee engagement is central to satisfying customers, implementing operational excellence programs such as Lean Six Sigma or Balanced Scorecard, and delivering strong business results. Yet for many, achieving consistent results in this area remains elusive.

Drawing upon Jim and Barry’s most recent research on Positive Workplace Attitudes, Brett Cooper and Dan Schwab from Integris Performance Advisors will present new data on the impact of leadership, and will show how TLC can be leveraged to maximize the engagement of your employees.

This engaging and interactive session is not to be missed. If you are new to TLC, you will understand why more than 3 million people around the globe are taking the challenge. If you are already a TLC expert, you’ll gain a new perspective—along with new ways to explain its value to others in your organization.



Brett Cooper is Co-Founder and Managing Partner of Integris Performance Advisors, and lead architect of *The Five Tenets of Integrated Performance Management*. For

over 15 years, Brett has been helping private and public organizations pursue transformative initiatives using the most effective performance management methodologies available, such as Lean Six Sigma, Balanced Scorecard, Net Promoter Scores, and of course, The Leadership Challenge.



With more than thirty years of leadership development and human resource experience, **Dan Schwab** is an accomplished leadership coach who works with individual leaders

and leadership teams to recognize and interpret their strengths and growth areas. Since beginning to work with Jim Kouzes and Barry Posner in 1987, Dan became a Certified Master Facilitator and helped to develop many of the activities that are now part of *Leadership Challenge Workshops* that are delivered around the world.

A Framework for Transforming Sales with The Leadership Challenge

IRONWOOD B

Our sales organization has embarked on significant change, impacting their use of technology, field expectations, territory structure, and field leadership. We are using TLC concepts as a framework to help our sales team understand the reasons for change what it will mean every day in the field. This curriculum encourages our sales people to envision the desired future state, embrace the process of change, and shape how change can elevate their performance and ultimately the company's performance.



As the Learning Manager for the organization, **Edith Katz** is responsible for the development and implementation of all professional development curriculum for Brooks Rehabilitation. She has an extensive background in employee training, coaching and mentoring, and social work.



Sally Liaw is the Director of Corporate Marketing and Communications for Brooks Rehabilitation. Her background includes brand management, consumer marketing, business-to-business marketing, and program management across the consumer goods, retail, and healthcare industries.

Keeping The Leadership Challenge Alive

IRONWOOD C

One of the largest issues haunting leadership development efforts is how to sustain the learning. In order to keep field organizations engaged and continuously learning, Scripps implemented a very novel process, creating internal champions at the front line. Not only are the practices continuing to be reinforced to all associates, the internal champions have become recognized as valued leaders in the organization. Come learn about what Scripps did, and how you can keep leadership alive in your own organization.



Candace Anderson is a Sr. VP of HR for Scripps responsible for ensuring HR strategies align across all divisions and leading the implementation of HR programs that support the strategic direction and objectives of the company. Candace is a seasoned (and certified) HR professional, whose entire career has centered on media companies. Her leadership style, coupled with her forward-thinking approach and strong organizational design background, make her the ideal senior business partner.



Steve Coats is a Managing Partner and Co-owner of International Leadership Associates, with more than 25 years of experience working with Kouzes and Posner and The Leadership Challenge methodology. He is one of the first Certified Masters of The Leadership Challenge, and has assisted many companies in building a leadership culture, based on The Five Practices.



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with The Leadership Challenge®



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3:45–4:00pm

Break

4:00–5:00pm

General Session

PINNACLE BALLROOM

Steve Uzzell

Open Roads Open Minds

How do we inspire a Shared Vision when our own vision is limited? As “forward-looking” leaders and leader-trainers, it is imperative to know what leadership looks like – to clarify our own images of leadership and nurture that clarifying skill in those we train and lead. On the road of life, however, we all seem to get to the point where we come across this sign as a reminder that our vision needs a change of perspective and jolt of imagination. In this inspirational keynote, photographer Steve Uzzell will take us on a visual road trip exploring the creative problem solving process —clarifying various ways to renew, refresh and restore our vision, and ultimately make any venture an adventure.



Using his striking photographs as illustrations of his metaphor about possibility and creativity, **Steve Uzzell** inspires audiences to take advantage of his experience and vision to make any venture an adventure. He spends six months of the year traveling the world for his clients; the remainder teaching and delivering presentations on creative problem solving.

*Sponsored by **Fine Points Professionals Ltd.***

5:00–6:00pm

Break

6:00–8:30pm

Networking Dinner

PROOF RESTAURANT

*Sponsored by **Integrus Performance Advisors***

TLC community, welcome to your online home.



Thanks to extensive research as well as ideas from colleagues like you, leadershipchallenge.com has been rebuilt from the ground up. Join us online to:

- Engage with TLC colleagues around the world
- Stay informed about new ideas and trends in leadership and training
- Be inspired by articles and videos from Jim and Barry and many others
- Carry on the conversation sparked by your Forum experience



leadershipchallenge.com

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7:30–8:30am**Breakfast**

PINNACLE FOYER

8:30–9:30am**General Session**

PINNACLE BALLROOM

Alyse Nelson**Vital Voices: The Power of Women Leading Change Around the World**

Through the story of Vital Voices—an organization founded on the belief that when women progress, whole societies move forward—Nelson offers compelling accounts of brave, visionary women willing to risk everything to improve the lives of those around them. In recounting their stories, she describes how the five core principles of leadership manifest in their efforts to promote change. While Vital Voices has learned about the power of these leadership principles from women, this is not a model of, by, or for women only. Rather, the lessons learned are potent for everyone in today's world. As globalization proceeds, as technology spreads, and as communities get bigger, the need for more collaborative and inclusive leadership is increasingly clear. As nations around the world work to define visions for progress, we need to rethink the status quo and tap everyone's full potential, not just as drivers of economic growth but in bringing forth a new model of leadership.



Alyse Nelson is president and chief executive officer of Vital Voices Global Partnership. A co-founder of Vital Voices (and author of the book, *Vital Voices: The Power of Women Leading Change Around the World*), Alyse has worked for the organization for 15 years, serving as vice president and senior director of programs before assuming her current role in 2009. Alyse has worked with women leaders to develop training programs and international forums in over 140 countries and has interviewed more than 200 international leaders. Under

her leadership, Vital Voices has tripled in size and expanded its global reach to serve a network of over 12,000 women leaders in 144 countries.

Sponsored by **International Leadership Associates**

9:30–10:15am**Community Building**

PINNACLE FOYER

Community com·mu·ni·ty(noun)

A group of people with a common background or with shared interests within society. The Leadership Challenge community gives us the opportunity to connect and network with like-minded professionals as we learn how to become and develop better leaders. Please join us in the Pinnacle Foyer to have *Vital Voices* signed by author Alyse Nelson, visit our sponsor booths, browse our bookstore, view demonstrations of digital products, and chat with like-minded leadership development professionals.

10:15–11:30am Case Study Sessions

Presenters will share a story featuring practical and concrete examples of how an organization is intentionally putting The Leadership Challenge to work, as well as relaying the ups and downs and lessons learned during implementation.

Leadership in Government—An Oxymoron?

TROON A/B

The Leadership Program administered within the Government of the Province of Alberta, Canada, has been in place since 2001. Its vision is *leadership from file room to board room*. The 18 month program is available to all members of the 25,000 member public service on a *self-select first come, first served* basis. Recently, the government launched an initiative called, “Reaching our Full Potential”. Thanks to the program’s influence, the Leadership Challenge was adopted as the Alberta Public Service leadership model. There are academic naysayers who state that bureaucracy and leadership cannot co-exist—we disagree. Fred and Ken will explain!



Fred Jacques, Ph.D. is a leadership consultant and specialist in Executive Education with over 30 years of experience in both the private and the public sectors.



Ken Freier holds a BA, Prof. Tchg Cert., MA with a specialty in Leadership and Governance. He currently works as Manager- Leadership Development with the Government of Alberta, Canada.

Coaching in the Moment—Lessons from Elite Rugby

IRONWOOD A

How do you learn to coach in the moment? What does that look like? Can you coach an individual and team in the same moment? It’s easy to think of coaching in the moment when it comes to sports teams but what about within an organization? In this session you will learn through the inspirational story of the Harlequins Rugby Club, UK Premier Champions, how coaching based on The Five Practices of Exemplary Leadership can help the players and office support teams within your organization sustain the success by thinking and acting differently.



Mark Soden specializes in coaching and leadership, delivering at a global level as a member of Mission Performance’s senior consulting team. He has an elite team sports background, skipping the England Rugby youth squad (under 18’s, 19’s and 21’s) at numerous Six Nations and World Cup competitions and went on to play professional rugby with Northampton Saints and won 100 Premiership appearances. Along side his role at Mission, Mark is currently the Performance Coach for Harlequin FC.



Dive deeper into The Leadership Challenge at a Public Workshop.

Whether onsite at your organization or at any one of our public workshops held throughout the world, The Leadership Challenge® Workshop will engage you and your leaders through:

- Experiential activities
- Workbook exercises
- Group problem-solving tasks, video cases, and lectures
- Plenty of hands-on practice applying The Five Practices leadership model to current organizational and personal leadership challenges

To learn more while at the Forum, speak to a Leadership Challenge staffer or one of our highly-trained Certified Masters or Global Training Partners.

Or visit www.leadershipchallenge.com/events.aspx at any time for information and a schedule of workshops worldwide.



From Dream to Reality: The Power of Inspiring a Shared Vision

IRONWOOD B

How do you transform a dream into a reality? In 1994, David Baker attended a Leadership Challenge Workshop. As a session exercise, he envisioned a future possibility: to create a place to work with a fun, family environment where people felt valued and had the opportunity to learn and grow every day. Today, David is President of a billion dollar company that has been recognized as one of The Best Companies to Work for in Texas. Come learn best-practices from Apex Capital and how they successfully transformed their vision into a reality and continue to foster leader growth across the organization today.



Kelly Cherry, PHR, uses her passion for employee growth & development in her role as the Talent Development Director for Apex Capital. Kelly oversees all learning and development for Apex and has

been successfully facilitating The Leadership Challenge since 2007 to foster leader growth & development across the organization.



Craig Haptonstall, President, Leadership Mechanics and Certified Master of The Leadership Challenge®

11:30am–1:00pm Lunch

TROON FOYER and
IRONWOOD FOYER

Sponsored by Leadership Mechanics

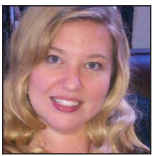
1:00–2:00pm Skill-Building Sessions

Presenters will offer insight into a particular process or technique that they have successfully employed in support of The Leadership Challenge.

Vision Development for Intact Teams

TROON A/B

Leaders who attend The Leadership Challenge® leave the workshop knowing they should craft a vision for their team. But many struggle with exactly how to get it done. This session will introduce a technique that has proven to be successful in helping intact teams develop a team vision. This fun and interactive process helps teams to identify their significant purpose by drawing on elements of the TED video, Simeon Sinek: How great Leaders Inspire Action and the story of the Ratan Tata and the Tata Nano. Teams then use the Visual Explorer from the Center for Creative Leadership to construct a vision and identify the obstacles that must be overcome – or the opportunities that must be maximized – in order to reach the vision. Participants find this session enjoyable and valuable. We are looking forward to showing you how to conduct this type of vision development session in your organization.



Melissa Lanier is a Certified Master-in-Training of The Leadership Challenge and the Director of Global Talent Management at Viad Corp. She is an experienced facilitator, writer and speaker whose corporate career

has included positions with Deloitte, Blue Cross and Blue Shield of Florida and Insight Enterprises. Her expertise includes the related areas of leadership development, and organizational culture.



Elyse Newman started her career 32 years ago at Viad Corp as a financial analyst and became treasurer of the company in 2004. She has experience leading many different types and sizes of teams and she is

heavily involved in the Employee Engagement efforts of Viad's Finance Organization.

Stumbling Blocks to Leadership: Audit Tools for Challenge, Enable & Encourage

IRONWOOD A

How do you inspire others in challenging times? What are stumbling blocks to leadership? In order to inspire, leaders must build relationships and trust, provide meaningful challenge, and encourage the heart of others. In this session, participants will utilize three tools to analyze what keeps them from being their best. Tools will include the Challenge Audit, exploring what keeps a leader from creating an environment for Challenge the Process; a Collaboration Audit, exploring how we build or inhibit relationships and trust, thereby Enabling Others to Act; and finally, the Encourage Audit, exploring what keeps leaders from Encouraging the Heart.

Jo Bell & Renee Harness are the Managing Partners of Third Eye Leadership and are contributing researchers to the 2nd, 3rd, 4th and 5th editions of *The Leadership Challenge* book. Grounded in this award-winning book and its substantial research, Jo & Renee custom-design and facilitate poignant leadership workshop experiences with outcomes that foster the distinct language and exemplary behaviors of leadership.



Jo Bell

The seed of Jo's passion for leadership sprouted in a serendipitous introduction to Jim Kouzes in 1987 at a medical symposium. Shortly afterwards, Jo began her leadership

mentorship with him. Jo is a Certified Master of The Leadership Challenge since 1998, and she brings years of interpretive and coaching expertise in using the Leadership Practices Inventory/LPI for transformational growth.



Renee Harness

Renee has a discerning eye for creating a climate that appeals to the needs of learners and becomes a catalyst for open minds. Renee has been a Facilitator for The Leadership

Challenge since 1999 and achieved "Master" status as a facilitator in 2006. She has led organization development, training and effectiveness initiatives in corporations and academia for over 20 years.

Creating a Practical and Sustainable Development Plan based on LPI® Results

IRONWOOD B

For the individual leader, the feedback received in the LPI is only of value if it has meaning and can serve as a launching point to deliberate practice of their wanted leadership behaviors. Writing a useable action plan increases the likelihood of this success. In this session, participants will address the process from assessment to practice. Helpful for individual leaders and those that facilitate development of leaders, participants will experience exercises that will facilitate self-awareness, ownership and motivation, identifying and navigating barriers to a practice of continuous inquiry and improvement. The LPI Workbook and LPI Development Planner will also be integrated into this development planning as a resource.



Holly Seaton brings her depth and breadth of knowledge in consulting/business psychology to develop leaders at every level and build the leadership capacity of organizations. She works with organizations to build their leadership capacity and is a workshop designer, facilitator, and leadership coach with Sonoma Leadership Systems.

Capturing the Impact of LPI® Online

IRONWOOD C

Capturing the return on investment for leadership development has always been a challenge. Organizations acknowledge its importance, yet finding hard data to support that claim is illusive. Using the LPIOnline and a core principle from The Leadership Challenge® that exemplary leadership requires deliberate practice, there are multiple opportunities and approaches for gathering the important information to justify your leadership development efforts. In this session we will look at a variety of ways to collect and report on qualitative and quantitative evidence of the impact the adoption of the Five Practices model. This session is appropriate for all sectors.



Beth High is a Certified Master of The Leadership Challenge®. She consults internationally and delivers a wide variety of The Leadership Challenge programs in a variety of formats, from webinar series to long term blended learning programs. She co-designed The Student Leadership Challenge Certification Program and is working on the 2nd edition of the book.

2:00–2:15pm

Break

2:15–3:15pm

Activity Sessions

Presenters will demonstrate an activity they use to illustrate or engage learners in **The Five Practices of Exemplary Leadership®**. In addition, presenters will share how this particular activity has been successfully implemented in their own work and why. Participants will have the opportunity to learn by doing, in addition to reflecting on their personal development.

The Marshmallow Challenge: A Tool for Challenge the Process

IRONWOOD A

The “Marshmallow Challenge” is an engaging and challenging hands-on small group activity that reinforces the principles associated with the practice “Challenge the Process”. The activity is intended for groups of 5-6 participants per table. Each team is given a set amount of supplies and told to build the tallest free-standing structure with the marshmallow on top. The activity session is broken into three parts; building the structure, a discussion of the activity, and watching a short video.



Jody Rogers, PhD, FACHE, is a Certified Master of The Leadership Challenge® within the Army Medical Department and a Visiting Professor at Trinity University in San Antonio, TX.

Bringing Values to Life

IRONWOOD B

These simple activities provide opportunities for participants to explore the commitment of “setting the example by aligning actions with shared values”. The behaviors of famous leaders can provide good or bad examples of this commitment. Likewise by using visual aids (photos and drawings) we can create new ways of expressing shared values and generate ideas for new ways to align our actions.



Steve Skarke is a Certified Master-in-Training of The Leadership Challenge®, in addition to his roles as Executive Vice President, Kaneka North America LLC, and Founder, Leading Elements™. He is a professional engineer and manufacturing executive with over 30 years’ experience in the chemical industry. He has been using The Leadership Challenge since 2007 to strengthen his own staff and now he is sharing the knowledge beyond his own organization..

Vision Through Art

TROON A/B

Creating a personal vision is a challenging but rewarding part of the leadership journey. Leaders, however, struggle with the process of articulating a clear and compelling vision. Art can help. Using art we allow leaders to connect with their vision in a subconscious, visual way that releases their hearts and minds to the process. We use a variety of art related, hands-on experiences to allow the learning to flow. In this session you will see a number of options for bringing art into your leadership development work. You will even have the chance to create some vision art yourself.



Kelly Ann McKnight is a Certified Master of Leadership Challenge and an Executive Coach from Ontario, Canada. Kelly Ann has been using The Leadership Challenge with clients in the corporate, government and not-for-profit sectors for almost a decade.

3:15–3:30pm

Break

3:30–4:30pm

Closing Session

PINNACLE BALLROOM

Jim Kouzes and Barry Posner

Our Common Vision

Inspiring a Shared Vision requires making two commitments: Leaders must envision the future by imagining exciting and ennobling possibilities and they must enlist others in a common vision by appealing to shared aspirations. In the Closing Session of the 2013 The Leadership Challenge Forum we will focus on the second of these two commitments while drawing on our learning from the opening session.

Together, we will reflect on the contributions of keynote speakers and breakout session leaders and look for common themes that unite us. Participants will also be asked to contribute at least one photograph depicting their views of the future we share together. Jim and Barry will guide the community in discovering key themes and common images from these pictures. We’ll be asking ourselves questions such as: “What purpose ignites our passion? What gives focus to our energy and efforts? What is most meaningful to us? What lifts us to higher levels of motivation? What connects us to each other and creates a sense of community? What difference will we make in the world?” This will be a collaborative and uplifting close to two days of exploring ways to Inspire a Shared Vision.

Sponsored by **Diversity Leadership Consultants**



...present...

THE
**LEADERSHIP
CHALLENGE
WORKSHOP**

Join us!

Stephen Hoel and Mary Cooper, two Certified Master Facilitators of The Leadership Challenge® Workshop, invite you to join us in the beautiful weather of Orlando, Florida to discover how ordinary leaders get extraordinary things done in organizations.

Are you ready to unleash the leadership potential for everyone in your organization?

Would you like to liberate the leader at all levels to increase their ability to provide credible and effective leadership to the organization?

The Leadership Challenge® offers over 30 years of research on how developing skills of The Five Practices of Exemplary Leadership® as measured by the Leadership Practices Inventory [LPI 360] can increase effective leadership. This correlates to better business results, higher productivity, and improved customer service through a highly-engaged workforce.

Let us show you how The Leadership Challenge® Workshop can move your organization into a positive culture change that has been used in thousands of organizations worldwide as a catalyst for profound leadership transformation for individuals at all levels in organizations of all sizes throughout all sectors of industry.

This is not just another training event, it is a life-changing experience, the beginning of an exciting, lifelong journey.

We can bring a customized Leadership Challenge® Workshop into your organization or you can attend one of our workshops in Central Florida.

...Our next workshop schedule...

Leadership Challenge Workshop

November 18 – 19, 2013

Facilitator Training

November 20 – 21, 2013

To learn more, please contact:

Stephen Hoel
407.376.9228
www.StephenHoel.com

OR

Mary Cooper
407.497.0468
www.EngagingOutcomes.com

LEADERSHIP CHALLENGE® WORKSHOP

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Sonoma Leadership Systems provides a dynamic range of integrated training programs, coaching, courseware, e-learning solutions, and implementation tools designed to inspire and develop exemplary leaders and teams at every level of your organization. We are the #1 provider of The Leadership Challenge® and consulting partner for The Five Dysfunctions of a Team. With our highly experienced, global network of master consultants, coaches and trainers, Sonoma Leadership Systems ensures that you have access to the best leadership and executive team development specialists in the world. Visit with us at www.SonomaLeadership.com, ask@sonomaleadership.com or 707.933.3882.



Fine Points Professionals Ltd. is The Leadership Challenge® Authorized Service Center. We are recognized for providing professional, confidential LPI® administration with distinctive client care. We also offer custom reports from extracted LPI client data and materials for The Leadership Challenge. As our clients focus on the essential goal of developing leaders, we cover all the fine points of LPI administration and The Leadership Challenge workshop®. Learn more at www.finepointsprofessionals.com or contact us at clientcare@finepointspro.com or 513.793.9144. Principals: Amy Savage, Carol Wolper, Cheryl Boys



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 over 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. Please visit www.i-lead.com for more information.



Integrus Performance Advisors creates healthy organizations and great places to work. As a rapidly growing performance optimization consulting firm, we understand the complex issues that both private and public sector organizations face every day and help them develop the structures and skills they need to delight customers, engage employees and excel financially. Guided by The Five Tenets of Integrated Performance Management, we specialize in breaking down silos and transforming organizational cultures. Our areas of expertise include: The Leadership Challenge®, Customer Engagement and the Net Promoter System, Strategic Planning and Performance Measurement, Lean Six Sigma Process Improvement, and Employee Engagement and Positive Workplace Attitudes. We invite you to learn more about us at www.IntegrusPA.com, or contact us at TLC@IntegrusPA.com.

Platinum



Diversity Leadership Consultants believe that the best organizations and leaders of today and the future are those who create an environment where all people can do their best work. Not regardless of their differences, but because of their differences. Helping to create these inclusive environments is what we're all about: where every person is engaged in organizational improvement through not just acceptance of differences but through celebration of differences. We accomplish this through a multitude of training workshops and we specialize in The Leadership Challenge Workshop® to complete leadership skill-building. We have a team of facilitators who have all had a great deal of experience delivering high quality multi-day workshops, coaching and organizational improvement. Visit us at www.diversityleadershipconsultants.com to find out all we have to offer.



Leamon Group designs, creates, and delivers customized education and coaching programs to address specific participant business objectives. The programs and services designed and delivered by Leamon Group's faculty are designed to provide individuals, teams, and organizations the guidance needed to achieve their best now and maximize future potential. For more information about programs and services contact us by calling 425.557.2090 or via email info@leamongroup.com.



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, Mexico, Japan, and Indonesia. Client base includes a wide variety of Industry, Government, Educational, Health Care, and nonprofit organizations. For more information, visit www.leadershipmechanics.com or call 817.690.8745.

Leamon Group, Inc.

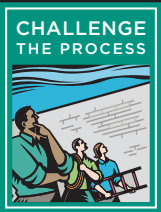
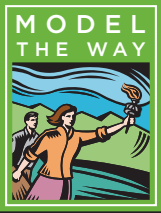
Leamon Group designs, creates, and delivers customized education and coaching programs to address specific business objectives.

As a Wiley business partner we have:

- Delivered Leadership Challenge Workshops to minimally 5,000 leaders around the globe
- Administered the Leadership Practices Inventory (LPI360) to more than 10,000 leaders all over the world
- Utilized the Leadership Practices Inventory (LP360) to enrich executive coaching with individuals, teams, and organizations
- Created Action Plans and Team/Organizational Vision Statements from data generated by the LPI360
- Designed and delivered the Leadership Practices Inventory (LPI) Facilitation Certificate Program that is now a Wiley certified program.
- Provided depth of understanding around the LPI360 results allowing actionable strategies of the 5 Practices

Leamon Group's vast experience with the Leadership Challenge materials, LPI360 administration, and customized coaching and training programs fits businesses of all sizes and in all locations.

Additional information about Leamon Group, Inc. can be found at **www.leamongroup.com** or by calling (425) 836-7100.



NOTES

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Achieve the extraordinary

Learn more at:
[leadershipchallenge.com](https://www.leadershipchallenge.com)



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