THE LEADERSHIP CHALLENGE FORUM 2009

August 6–7 Renaissance® Chicago Hotel Chicago, IL

LEVERAGING LEADERSHIP ACROSS GENERATIONS

PROGRAM







ALL BRITE BIRTS



These immortal words have never been more true than today. There are no guarantees for continuing success. Tomorrow is a much different place. Today, leaders must step up to a different and much broader role.

Are you preparing your leaders to take on tomorrow's tough, new challenges?

It's time to grasp the future by instilling stronger leadership in all areas of your organization. International Leadership Associates (ILA) has been building strong leaders for over two decades—individually, in teams, and across organizations. We can do the same for you.



ILA focuses on leadership development, offering workshops, coaching, and consulting services. Learn more about our programs and services at **www.i-lead.com** or call **800-209-5186**.

Dear Friends,

Welcome to Chicago for two days of conversation that we hope will enlighten, challenge, and reinvigorate all of our work.

To those who were with us last year in Denver, welcome back! For those who are attending for the first time, the intention of this gathering is to bring together individuals from businesses, educational institutions, government agencies, nonprofit organizations, healthcare agencies, consulting firms, and anyone else using *The Leadership Challenge* and *The Leadership Practices Inventory (LPI)* in exciting ways to learn from and support one another. Whether you are new to *The Leadership Challenge* or a veteran of many years, we hope you will approach the time we have here together as we do—as both teacher and learner. There is a wealth of experience and talent on hand, and we all share the common goal of developing today's and tomorrow's leaders.

Current economic circumstances make this Forum an even more valuable opportunity to collaborate, innovate, and support one another. During difficult times such as these, we are likely to see some of the best leadership in decades emerge through the chaos. We will need to remind ourselves and others to look beyond the pessimistic predictions, the fads, and the simplistic solutions to what's proven and what's real. The evidence tells us that exemplary leaders get extraordinary things done under adverse and challenging conditions. It also tells us that leadership is not the job of a chosen few. The conference theme will help us focus on developing leaders across all generations and management levels within our organizations. Because when leadership is everyone's business, we can find new ways to do more with less while also restoring the confidence in and vitality of our organizations.

We feel very fortunate indeed to spend this time with you and thank you for all that you do.

Sincerely,

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



Thank You to Our Sponsors













Emotional Intelligence Assessments and Solutions



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GENERAL INFORMATION

Information Desk

Pre-conference and Forum information can be found in the Burnham Room, located on the second floor of the hotel. The desk will be staffed on Monday, 5:00–7:00 p.m.; Tuesday, 7:30–9:00 a.m.; Wednesday, 3:00–8:00 p.m.; Thursday, 6:30 a.m.–6:00 p.m.; and Friday, 7:30 a.m.–5:00 p.m.

Forum Meals

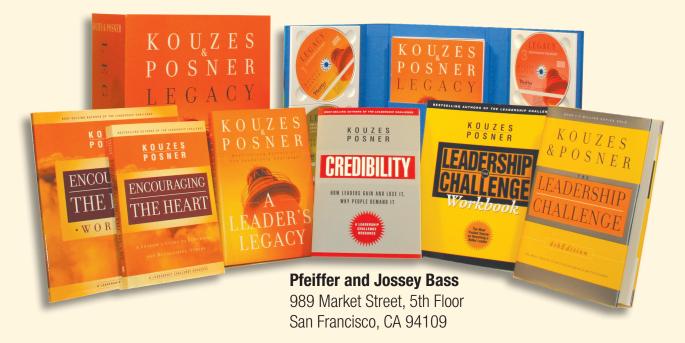
Your conference registration includes breakfast and lunch on both days, as well as a Thursday evening reception. On Thursday, breakfast will be served 6:30–8:00 a.m. and lunch will be served 12:30–2:00 p.m. On Friday, breakfast will be served 7:30–9:00 a.m. and lunch will be served 12:00–1:30 p.m. All four meals will be served in the Grand Ballroom, located on the second floor of the hotel. The Thursday evening reception will take place on the Chicago Skyline Terrace (weather permitting), located on the third floor of the hotel.

Exhibits

Please visit our Sponsor Exhibits to learn more about their products and services. These booths can be found outside the Renaissance Ballroom on the third floor of the hotel. The exhibits will be open on Thursday, 7:00 a.m.–4:30 p.m., and on Friday, 8:00 a.m.–3:45 p.m.

Bookstore

As publishers of *The Leadership Challenge*, we are pleased to be selling the full suite of products at the Forum bookstore, as well as keynote speaker John Hope Bryant's newest book, *Love Leadership*, and books by other select authors. The bookstore can be found outside the Renaissance Ballroom on the third floor of the hotel. It will be open on Thursday, 7:00 a.m.–4:30 p.m., and on Friday, 8:00 a.m.–3:45 p.m.



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THE LEADERSHIP CHALLENGE® AUTHORIZED SERVICE CENTER

Jim Kouzes, Co-Author of *The Leadership Challenge* says, "I can count on FPP to meet the highest standards, and I recommend them without any hesitation."



THURSDAY, AUGUST 6 • SCHEDULE-AT-A-GLANCE

6:30-8:00	Registration		Breakfast			
	Burnham, Second floor			Grand Ballroom		
8:00–9:30	Welcome & Keynote Address: Leveraging Leadership Across Generations, Barry Posner Grand Ballroom					
10:00–11:00	To Learn, To Lead, To Serve: Truly Engaging Students (University of Central Florida) <i>Renaissance A</i>	Evidence-Based Leadership Development (St. Vincent Hospital) <i>Renaissance B</i>		The Quest to Provide the "Un-government" Experience (Palm Beach Tax Collector's Office) <i>Renaissance C</i>		
	Building and Sustaining Corporate Leader Development (Nestlé USA) <i>Renaissance D</i>	Getting to Know Challenge Mod Bucktown	w The Leadership lel	iLEADER: Make Way for the Millennials (TRI Leadership Resources) <i>Gold Coast</i>		
	The 5 Practices in the Virtual Environment Bridgeport					
11:15–12:15	Cascading TLC Throughout the Enterprise (Leadership Sigma) <i>Renaissance A</i>	Leadership Lea Sense to Peopl (The Natural Lea <i>Renaissance B</i>		Cultivating a Culture of Leader- ship Throughout the University (St. Catherine University) <i>Renaissance C</i>		
	Non-Traditional Leadership in a Tradition-Based Organization (American Red Cross) <i>Renaissance D</i>	Leadership Pra (LPI) Online De <i>Bucktown</i>	nctices Inventory monstrations	A Night at the Oscars! Gold Coast		
	Serving While Leading Bridgeport					
12:30–2:00	Lunch Grand Ballroom					
2:00–3:00	Cross-Sector Panel Discussion Grand Ballroom					
3:15–4:15	Lighting the Fire Within (International Leadership Associates) <i>Renaissance A</i>	Mining for Gold from the LPI (Fine Points Exer Professionals) <i>Renaissance B</i>		Developing Leaders and Executive Teams Globally (Sonoma Leadership Systems) <i>Renaissance C</i>		
	Leading the Way to Emotionally Intelligent Teams (Collaborative Growth) <i>Renaissance D</i>	Adventures and From Around the (Leadership Med Gold Coast	he World			
4:30–5:45	Keynote Address: Leading in Turbulent Times, Jim Kouzes Grand Ballroom					
6:00–8:00	Reception Chicago Skyline Terrace					

SESSION TYPES:

6

Different Places, Different Approaches sessions allow participants to learn in some depth how particular organizations are actively incorporating The Leadership Challenge into their workplaces.



Apply & Practice hands-on experiential activity sessions will provide attendees the opportunity to try out facilitation tools others use to bring Leadership Challenge principles to life for their constituents.

FRIDAY, AUGUST 7 • SCHEDULE-AT-A-GLANCE

7:30–9:00	Breakfast					
9:00–10:30	Grand Ballroom Announcements & Keynote Address: Love Leadership, John Hope Bryant Grand Ballroom					
10:30–11:00	Bryant, Kouzes, and Posner Book Signing & Break Renaissance Ballroom Foyer					
11:00–12:00	Getting to Know The Leadership Challenge Model <i>Renaissance A</i>	Transforming Physician Leadership Training (Children's National Medical Center) <i>Renaissance B</i>	Coaching Leaders: A Blended Solution (Sonoma Leadership Systems) <i>Renaissance C</i>			
	Creating a Masterpiece – What Leaders Need to Know About Implementation Bridgeport	Student Leadership Practices Inventory (Student LPI) Online Demonstrations <i>Bucktown</i>	Leading with Heart: Using Art to Connect to Your Vision Gold Coast			
12:00–1:30	Lunch Grand Ballroom					
1:30–2:30	Leader as Storyteller. Story as Vision. Using <i>The Offsite</i> (California Department of Corrections and Rehabilitation) <i>Renaissance A</i>	Leadership and Hope in Times of Change (The Leadership Journey) <i>Renaissance B</i>	Challenge the Process: The Engine for Growth (Fifth Third Bank) <i>Renaissance C</i>			
	Getting to the Heart of Leadership (St. Jude's Medical) <i>Renaissance D</i>	Build a Leader Workshop: A Card Sort Activity Bucktown	Developing a Campus-Wide Leadership Certificate Program Gold Coast			
	The Phenomenon of Momentum: Leading Up Bridgeport					
2:45–3:45	High Touch and High Tech: Online Leadership Education (Seton Hall University) <i>Renaissance A</i>	Using The Five Practices as an Intervention Tool (Leadership Development Institute) <i>Renaissance B</i>	Bridging the Leadership Divide: High-Performance Relationships (Passages Consulting) <i>Renaissance C</i>			
	Sustaining The Leadership Challenge Over Time (Luxottica Retail) <i>Renaissance D</i>	Podcasting Your Stories: How to Tell an Encouraging Story <i>Bucktown</i>	The Leadership Café: Using Dialogue Gold Coast			
	Leadership and Hope in Times of Change Bridgeport					

4:00-5:00

Closing Conversation with Jim Kouzes and Barry Posner Grand Ballroom

SESSION TYPES:



Dialogue & Connect sessions provide smaller, more intimate opportunities to have facilitated discussions around particular issues, sharing your own experiences while benefiting from the wisdom of all who attend.

THE LEADERSHIP CHALLENGE[®] WORKSHOP OPEN ENROLLMENT

Experience The Leadership Challenge[®] Workshop and Facilitator Training in beautiful Sonoma, California.

Sonoma Leadership Systems is a global training provider of The Leadership Challenge® Workshop, The Leadership Challenge® Facilitator Training and Certification. Whether you want to develop your own leadership skills or "try out" this method before introducing it to your organization, when you come to Sonoma, you have come to the right place.

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Sonoma Leadership Systems is your partner for custom Leadership and Team solutions, Coaching, LPI, Facilitator Training, Certification, and features a global network of facilitators.



KOUZES & POSNER HEADERSHIP CHALLENGE

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Bernie Pimm, KAL TIRE

Upcoming Schedule Join us in the beautiful Sonoma, California Wine Country:

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March 23 -24, 2010 The Leadership Challenge[®] Workshop March 25 - 26, 2010 The Leadership Challenge[®] Facilitator Training

June 8 -9, 2010 The Leadership Challenge[®] Workshop

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November 11 - 12, 2010 The Leadership Challenge[®] Facilitator Training

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THURSDAY, AUGUST 6 • SESSION DESCRIPTIONS

8:00–9:30 Welcome and Keynote Address

Leveraging Leadership Across Generations, *Barry Posner Grand Ballroom*

Over the last year, **Barry Posner** has been working with his

coauthor Jim Kouzes on a new book that delves into some of the enduring truths about leadership—lessons that can be applied across the generations. In this session, Barry will review some of the LPI data which demonstrates that age, among a host of other individual and organizational variables, doesn't explain much about why some leaders are more effective than others. After twenty-five years, the frequency of The Five Practices still remain a more accurate predictor of leadership success than whether or not you are part of the Traditionalist, Baby Boomer, Generation X, or Millennial generations. What Jim and Barry have re-discovered is that while context matters, process rules, and that there are some meta truths about being a leader, leading others, and developing leaders... at any age, in any place, and at all times.

10:00–11:00 Concurrent Sessions

Renaissance Ballroom A

To Learn, To Lead, To Serve: Truly Engaging Students in The Five Practices of Exemplary Leadership[®]. This session will share the uses of the Five Practices of Exemplary Leadership and Student Leadership Practices Inventory (Student LPI) in the leadership education and development of college students. The motto of University of Central Florida's premier leadership program is to learn, to lead, to serve. We work The Five Practices into each of these constructs in our approach to leadership education. Our leadership development activities range from introductory and advanced leadership courses to out-ofclass experiences where young leaders engage in leadership roles, service, and other educational activities. The session will also present assessment and evaluation techniques as they relate to the use of the Student LPI over time. (Different Places, Different Approaches)

Gary Morgan is Director of Student Leadership Development at the University of Central Florida. He has worked in higher education for 25 years in multiple capacities within student and academic affairs at several colleges and universities. His current work is in student leadership development, the foundation of which is a selective two-year program for 600 students and a new undergraduate certificate and minor in leadership studies.

Renaissance Ballroom B

Evidence-Based Leadership Development. Great workshops are only a piece of a successful leadership development initiative. This session will share how St.Vincent Hospital used The Leadership Challenge to create competitive advantage in the midst of the nation's third largest competitive healthcare market. Focusing on the metrics and results of the process used to sustain and support leadership development, the presentation will include the selection criteria that led to the adoption of The Leadership Challenge, the process used to engage senior leaders, and an overview of the key implementation and measurement steps. (Different Places, Different Approaches)

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

Renaissance Ballroom C

The Quest to Provide the "Ungovernment Experience": A Case of Culture Change. Participants will learn how one organization is dramatically shifting its culture! This is the success story currently taking place at the Palm Beach County Tax Collector's Office. The Leadership Practices Inventory (LPI), Collaboration, Connection and Coaching, and Leadership Training Programs are helping to reposition the entire culture of this organization. The new vision of providing

the "ungovernment experience" no longer includes silos, stifled communication, and traditional management. Using a nautical theme, the Navigation Team became role models holding themselves personally accountable. The Steering Team uses the organizational values (positioned as yacht flags) as a guide for decision-making, further modeling leadership traits to management and crewmembers. Learn about tough decisions, the culture shift, and changes that truly matter. And the story isn't over yet... (Different Places, Different Approaches)

Georgette Carroll is currently the Goddess of Excellence and Opportunity at Palm Beach County Tax Collector's Office responsible for creating an organization of leaders who actively engage in shifting the culture to foster an environment that provides the "Un-government Experience." **Trina Pulliam** and **Myra Quinn** are consultants (Trainnovators) with Trainnovations, a founding member of the Consortium for Organizational Brilliance.

Renaissance Ballroom D

Building and Sustaining Corporate Leader Development Using The Leadership Challenge. With a focus on enhancing every life experience—whether it's the first day of summer, a romantic dinner, or holiday baking—Nestlé is committed to providing quality brands and products that are essential to good living. In doing so, the Nestlé name has become synonymous with great-tasting, nutritious food and beverage products. With more than 17,000 employees, 20 manufacturing facilities, 5 distribution centers, 12 sales offices across the country, and \$8.25 billion in sales, leadership development is a must-have core competency of this dynamic global organization. In this session, learn how The Leadership Challenge and the LPI have been used as building blocks for Nestlé's corporate leader programs. (Different Places, Different Approaches)

Mark Ronk is the head of leader development for Nestlé University, part of Nestlé USA. In this role, Mark oversees all leader development learning and experiences for over 6,000 salaried employees.

Bucktown A & B

Getting to Know The Leadership Challenge Model: An Introduction to The Five Practices of Exemplary Leadership. An overview of The Five Practices of Exemplary Leadership will be provided in this engaging, interactive setting. The Leadership Challenge Master Facilitator Steve Coats will also present background information on why leadership is important and why these practices are so important. Attendees will leave this session feeling more connected with the model and the materials (a FREE LPI Individual will be given to all attendees).

Steve Coats is the managing partner of International Leadership Associates. He has over twenty years experience with The Leadership Challenge and is coauthor of the book *There Is No Box*.

Gold Coast

iLEADER: Make Way for the Millennials. In the next ten years, 50 percent of the executive leadership of corporations will retire, leaving a huge gap in leadership. Enter the Millennial Generation. They've got the numbers to fill the leadership gap—but are they prepared to take the corner office? With your help and Kouzes and Posner's The Student Leadership Challenge, they will! This session will bring Leadership Challenge practitioners' approaches and activities to help Millennials apply The Five Practices of Exemplary Leadership in their "do more, do it better, and do it now" lives. (Apply & Practice)

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. Having spent much of her career in residence life, student activities, and Greek life, Amy was also the Youth Leadership Specialist at the University of Tennessee responsible for 4-H development across the state.

THURSDAY, AUGUST 6 • SESSION DESCRIPTIONS

Bridgeport

The Five Practices in the Virtual Environment. A roundtable discussion of how the 30 behaviors that make up The Five Practices of Exemplary Leadership show up in the virtual environments we all find ourselves in. Examples will be pulled from e-mails, teleconferences, webinars, blogs, podcasts, and social networks. Participants will be encouraged to share examples of how people in their organizations demonstrate any of the 30 behaviors in the Virtual Environment. (Dialogue & Connect)

Beth High is a Master Facilitator of The Leadership Challenge. She is also the author of the Leadercast Series and contributor to the upcoming book *The Challenge Continues* with a chapter on The Five Practices in the Virtual Environment. She hosts the blog *OnLeadershipOnline*, which serves as a forum and incubator on the evolving topic of leading in virtual channels.

11:15–12:15 Concurrent Sessions

Renaissance Ballroom A

Leadership Is Everyone's Business: Cascading The Leadership Challenge Throughout the Enterprise. The 21st century demands that there be a leader in every seat. Leadership being defined as those who inspire constituents who choose to align with them to achieve a shared purpose and being achieved through the high-performance practices and behaviors promoted and described in The Five Practices of Exemplary Leadership. During this session, there will be a focus on the potential value and impact of employing a cascading process to embed leadership perspectives, behaviors and language throughout the organization in a leadership learning journey that develops leadership habits and practices over time. (Different Places, Different Approaches)

Eileen M. Rogers is CEO and Managing Partner of Leadership Sigma. She recently served as Global Director, Talent and Leadership Excellence, Deloitte Touche Tohmatsu, and prior to that as a Director of Executive and Leadership Programs at Harvard, Boston University, and Babson. **Daren Blonski** is an independent leadership consultant.

Renaissance Ballroom B

Leadership Learning—From Horse Sense to People Smarts. An overview of an experiential approach to teaching The Leadership Challenge model. In this innovative program that moves from vision to action, horses are both learning partners and teachers in a unique format. The Five Practices are brought to life through a presentation that shows how the one-on-one activities with equines allow participants to supplement their classroom introduction and experience the impact of Modeling the Way and Inspiring a Shared Vision to bring goals to life, challenging their perspectives and The Process, and demonstrating how change happens when you Enable Others to Act and Encourage the Heart. (Different Places, Different Approaches)

Nancy Lowery founded The Natural Leader in 2004. A chance meeting with Fred Jacques in 2006 led to the development of "Leadership: From Horse Sense to People Smarts." Nancy blends a lifetime of experience with horses with over 15 years of corporate experience managing program for clients such as Mercedes Benz, Procter & Gamble, and Nokia. **Fred Jacques, PhD**, has designed and delivered programs on all facets of leadership development from the individual to the executive level.

Renaissance Ballroom C

Cultivating a Culture of Leadership Across the University. This session will share the story of St. Catherine's University, whose mission focuses on educating students to lead and influence. We have cultivated a culture of leadership across the university, borne of this mission, and based on The Five Practices of Exemplary Leadership. Participants will learn how we assessed progress on our

Leadership Statement; what we have discovered about how leadership learning occurs institution-wide, in both curricular and co-curricular settings; how we involve a range of participants (students, staff, faculty, administration, and community partners); and where we have identified gaps for development and our vision for the future. (Different Places, Different Approaches)

Rebecca K. Hawthorne directs the Master of Arts in Organizational Leadership Program at St. Catherine University, teaches graduate-level courses in research and is currently conducting research on women's corporate leadership in Minnesota as part of a national study of women corporate directors and executive officers.

Renaissance Ballroom D

Fostering Non-traditional Leadership in a Tradition-Based Organization. When the American Red Cross Inland Northwest chapter became responsible for six other chapters located in central and eastern Washington, helping to facilitate the success of Red Cross services and programs throughout 38,611 square miles, through the engagement of 3,517 volunteers and 36 employees, it required personal best leadership from stakeholders at all levels. Come hear how the adoption of The Leadership Challenge by executive directors, board members, employees. and volunteers helped to create an environment that fostered innovation and risk-taking, and at the same time challenged long-held beliefs on best practices from a tradition-based organization. (Different Places, Different Approaches)

Dawn Lindblom is the Executive Director for the American Red Cross Inland Northwest Chapter in Spokane, Washington. She holds a Master's degree in organizational leadership from The College of St. Catherine, and has conducted several studies regarding new approaches for organizational effectiveness in the nonprofit sector.

Bucktown A & B

Leadership Practices Inventory Online Demonstration. Pfeiffer and Jossey-Bass are pleased to announce release of the newest upgrades to LPI Online in August 2009. Designed to make the LPI more flexible, dynamic, and user-friendly, new features include automatic uploading of leader names and mechanisms for transferring and sharing tokens with other administrators. See a product demonstration and have your questions answered by the development team. (Apply & Practice)

Gold Coast

A Night at the Oscars!: Models of Exemplary Leadership from Your Favorite Films. Bring The Leadership Challenge to life for those you train, coach or work with; demonstrate The Five Practices and Ten Commitments through film clips from your favorite movies. We'll watch and discuss the relevance of movie scenes in which characters—some everyday leaders and some spectacularly inspiring leaders—effectively model The Five Practices. Experience how powerfully these examples illustrate the value and impact of the leadership behaviors we seek to promote. You'll also learn how to ensure your use of film footage is legally permitted. Enjoy some of your favorite flicks while you gain valuable ideas to use in your own training sessions. Popcorn not included. (Apply & Practice)

Michelle Poché Flaherty is the Organizational Development Manager for the City of Rockville, Maryland. With nearly 20 years of government leadership experience, she has held senior executive positions in the federal, state, and local levels of government. These include San Francisco Bay Area Regional Director for the California Trade & Commerce Agency; Assistant County Manager for Washoe County, Nevada; and Acting Deputy Chief of Staff for the U.S. Department of Transportation.

Bridgeport

Serving While Leading: College Students and the Ultimate Leadership Challenge. In this session, we will explore ways to teach leadership by combin-

THURSDAY, AUGUST 6 • SESSION DESCRIPTIONS

ing the principles of servant leadership (as first espoused by Robert Greenleaf) with The Five Practices of Exemplary Leadership. Participants will hear an example from Concordia University in Wisconsin and share what is happening on their respective campuses. (Dialogue & Connect)

Randall Ferguson, is Assistant Vice President of Academics and Director of the Freshman Year Experience at Concordia University Wisconsin, where he focuses on student success.

2:00–3:00 Cross-Sector Panel Discussion

Leveraging Leadership Across the Generations *Grand Ballroom Salons*

Professionals from a range of work settings will share their perspectives in a moderated discussion about the conference theme.

Moderator:

Sharon Landes, The Leadership Challenge® Workshop Master Facilitator Panelists:

Daren Blonski, Leadership Consultant Georgette Carroll, Chief Excellence Officer, The Palm Beach County Tax Collector's Office Derrick Feldmann, CEO, Achieve

Tondra Moore, PhD, JD, Assistant Professor, University of St. Francis

3:15–4:15 Sponsor Presentations

Renaissance Ballroom A

Lighting the Fire Within: International Leadership Associates. For today's manager, the transformation to leader is equivalent to a "lifestyle change," which, to actually happen, must be experienced, not just talked about. Discover how The Leadership Challenge[®] Workshop ignites the personal internal fire of commitment necessary to lead.

For twenty-two years, **International Leadership Associates** has helped our clients attack real issues by equipping their managers and teams with the proven leadership behaviors of The Leadership Challenge.

Renaissance Ballroom B

Mining for Gold Nuggets from the Leadership Practices Inventory (LPI): Fine Points Professionals Ltd. Join Fine Points Professionals, administrators of the LPI and The Leadership Challenge® Authorized Service Center, as we mine for gold nuggets from the Leadership Practices Inventory (LPI) report. Expect to get a more clear understanding of how to interpret and apply the results of the individual LPI, and learn about the possibilities of using custom group reports to reveal valuable insights about cross-organizational leadership behaviors. A Master Facilitator will assist with the session so bring questions or just come to learn.

Fine Points Professionals Ltd. is The Leadership Challenge[®] Authorized Service Center. 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.

Renaissance Ballroom C

The Leadership Challenge Experience, Developing Leaders and Executive Teams Globally—Get the Help You Need to Do More with Less: Sonoma Leadership Systems. Roll out and implement The Leadership Challenge and The Five Dysfunctions of a Team in your company with measurable results—Experience Sonoma Leadership Systems customized solutions with the breadth and depth of over 100 years cumulative experience with The Leadership Challenge.

Jeni Nichols, President and founder of Sonoma Leadership Systems, has worked with The Five Practices of Exemplary Leadership and the authors of

The Leadership Challenge for over fifteen years, taking it to organizations worldwide.

Renaissance Ballroom D

Leading the Way to Emotionally Intelligent Teams: Collaborative Growth. Learn key strategies for building your effectiveness in expanding the emotional and social intelligence of your team. Discover how to measure and strategically develop your teams' skills to enhance success and sustainability.

Marcia Hughes & James Terrell are founders of Collaborative Growth[®], creators of the Team Emotional and Social Intelligence Survey[®] and authors of *The Handbook for Developing Emotional Intelligence*.

Gold Coast

TLC Global: Adventures and Learnings from Around the World! Leadership Mechanics. How do leaders around the world react to The Leadership Challenge? Join Master Facilitator Craig Haptonstall and Tom Pearce for this fast moving, fun, and informative look at the global issues tied to teaching The Five Principles, Ten Commitments, and 30 behaviors of The Leadership Challenge.

Craig Haptonstall has worked with leaders and teams on The Leadership Challenge in Switzerland, Egypt, Argentina, and the Far East, all in the past two years! **Tom Pearce** is a former HR VP who lived in China for four years and has trained leaders in Dubai, London, China, and Trinidad and Tobago.

4:30–5:45 Keynote Address

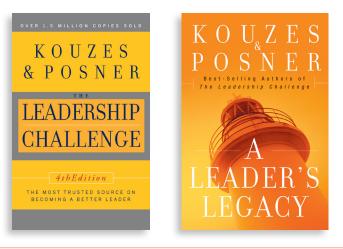
Leading in Turbulent Times, *Jim Kouzes Grand Ballroom*

Leaders do their best when the times are the worst. As surprising as this may sound, that's exactly what Jim and Barry learned



when they began their leadership research in the early 1980s. Leaders, it turns out, don't do their best when they're maintaining the status quo or when they feel comfortable. They do their best when faced with adversity, crisis, setbacks, and great difficulty. Challenge is the opportunity for greatness. This is just one of the "enduring leadership truths" that emerges from an examination of over 25 years of leadership research. At times like these, it's critically important to remind ourselves of what the evidence tells about how leaders get extraordinary things done. In this keynote session, **Jim Kouzes** will offer a set of evidence-based prescriptions on what leaders can do to fully engage the talent and energy of constituents in times of great adversity.

Join Jim & Barry at tomorrow's book signing at 10:30 a.m. outside the Renaissance Ballroom.



FRIDAY, AUGUST 7 • SESSION DESCRIPTIONS

9:00-10:30 Announcements and Keynote Address

Love Leadership, *John Hope Bryant* Grand Ballroom



In 1992, at the age of 26, John Hope Bryant was running a successful financial services firm when the Los Angeles riots broke out. After the violence and chaos subsided, Bryant saw that his community needed a "hand up, not a hand out," so he founded Operation HOPE, an organization dedicated to helping low-wealth communities attain financial literacy empowerment and today, one of the most impressive antipoverty organizations in the country. And he did this by break-ing away from the long-standing leadership style based on fear and instead embraced an unlikely ingredient for leadership success: love.

In this session, Bryant will discuss some of the key themes from his newly released book, *Love Leadership*, themes that will help us reframe the leadership debate so that we learn to lead without fear while prospering at the very same time.

11:00–12:00 Concurrent Sessions

Renaissance Ballroom A

Getting to Know The Leadership Challenge Model: An Introduction to The Five Practices of Exemplary Leadership. An overview of The Five Practices of Exemplary Leadership will be provided in this engaging, interactive setting. The Leadership Challenge Master Facilitator Steve Coats will also present background information on why leadership is important and why these practices are so important. Attendees will leave this session feeling more connected with the model and the materials (a FREE LPI Individual will be given to all attendees).

Steve Coats is the managing partner of International Leadership Associates. He has over twenty years experience with The Leadership Challenge and is co-author of the book *There Is No Box.*

Renaissance Ballroom B

See one. Do one. Teach one: Transforming Physician Leadership Training. The healthcare system faces many challenges that require effective physician leaders. Unfortunately, medical education provides very little leadership training whether in medical school or residency. This session will demonstrate the application of The Leadership Challenge principles in physician training. Using role play, attendees will explore a variety of common and challenging problems through the lens of different healthcare team members. The session will conclude with group discussion on working and leading a multidisciplinary team and how the five practices of exemplary leadership can be utilized. Techniques can be adapted for other healthcare leaders. (Different Places, Different Approaches)

Dr. Christiane Corriveau is a pediatric intensivist and "master teacher" at Children's National Medical Center in Washington, DC. Her areas of interest include organizational learning, faculty development and medical education.
Dr. Karen Smith is the Chief Medical Officer at The HSC Pediatric Center and a pediatric hospitalist at Children's National Medical Center. Her areas of interest include the care of children with special healthcare needs, healthcare quality and organizational change.

Renaissance Ballroom C

Coaching Leaders: A Blended Solution for Keeping Learning Alive. This session goes beyond the theoretical and outlines a coaching approach that works in the intensely busy world of the leader. Using real life stories and experiences from real leaders, this interactive and engaging session will address the gap between workshop and integration of learning and practice. Participants will walk away with an understanding of a coaching model that begins in the workshop to reframe and translate the LPI data into actionable steps and deliberate practice for the leader. (Different Places, Different Approaches)

Jeni Nichols is the President and founder of Sonoma Leadership Systems. She has worked with The Five Practices of Exemplary Leadership and the authors of The Leadership Challenge for over fifteen years. **Holly Seaton** is a Business Psychologist and Certified Leadership Challenge Facilitator.

Bucktown A & B

Student Leadership Practices Inventory Online Demonstration. Jossey-Bass and Wiley are pleased to announce release of the newest upgrades to Student LPI Online in August 2009. Designed to make the Student LPI Online more flexible, dynamic, and user-friendly, new features include automatic uploading of leader names; mechanisms for transferring and sharing tokens with other administrators; and new ways for students to buy an assessment directly while allowing an instructor to maintain administrative abilities. See a product demonstration and have your questions answered by the Wiley sales staff. (Apply & Practice)

Gold Coast

Leading With Heart—Using Art to Connect to Your Personal Vision. Leaders often struggle because they lack a vision for their own leadership. Art is a great way to help leaders take a deeper look at their personal values and vision. In this session, you will learn how to create a safe, creative environment where you can help learners discover what is meaningful for them. You will also learn how to debrief the experiential process so that the learning improves leadership skills. At the end of this session everyone will be ready to facilitate an art-based process to help leaders discover themselves and begin to lead from the heart. (Apply & Practice)

Kelly Ann McKnight is a Master Facilitator of The Leadership Challenge and an Executive Coach who works with a variety of leaders in private and public organizations. She routinely uses art and the creative process to help learners integrate their life experience into the learning.

Bridgeport

Creating a Masterpiece – What Leaders Need to Know about Implementation – A Conversation. This session will be an interactive opportunity to name and discuss the top challenges leaders face in getting things implemented, and to analyze why best plans get derailed time and again with poor results. What are the fundamentals for success? Are the conditions spelled out for successful implementation? Is there public closure of every change effort before something else is adopted? A case study will be briefly shared, which produced a health history approach to monitoring implementation for the organization and the individuals involved. (Dialogue & Connect)

Becky Smith has 28 years experience in organizational learning, leadership, and business ownership. She teaches leadership to Middle Eastern and North African students using The Leadership Challenge and is a current Council member of the Society of Organizational Learning (Global SoL).

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FRIDAY, AUGUST 7 • SESSION DESCRIPTIONS

1:30-2:30 Concurrent Sessions

Renaissance Ballroom A

Leader as Storyteller, Story as Vision: Using *The Offsite* as a Learning Tool. Exemplary leadership can be defined as a leader's ability to create and communicate direction. A deep relationship is necessary to create commitment rather than compliance. This session focuses on the authentic communication that inspires others to take action toward the accomplishment of meaningful goals. It introduces participants to the power of storytelling and shares the veracity of the well-told story in today's business environment. (Different Places, Different Approaches)

Robert H. Thompson is the author of *The Offsite: A Leadership Challenge Fable* and a Founding Master Facilitator for The Leadership Challenge. He has worked with the TLC material for more than 15 years. **Kathryn Manzer-Matsuo** is Chief, Office of Employee Wellness, Human Resources, California Department of Corrections and Rehabilitation (CDCR). **Angie Chaplin** is Professor, Strategic Communication and Leadership, Seton Hall University.

Renaissance Ballroom B

Leadership and Hope in Times of Change. This timely session will focus on the experience of bringing The Leadership Challenge to a community where thousands of workers have lost their jobs and demonstrate that "leadership is everyone's business." The session will present how the model has been used to invite people to view their situation from a perspective of opportunity, a chance to explore where and how they will deal with change. Examples will include not only people who have lost their jobs, but the companies and service agencies that had to decide how they would provide a way through a very troubling time. Participants will be invited to share their own experience of using The Leadership Challenge model when dealing with change in this session, and during the subsequent "Dialogue and Connect" session. (Different Places, Different Approaches)

Maureen O'Leary Pickard is a Leadership Challenge Master Facilitator and a Human Resources practitioner with a passion for helping people and organizations work with purpose and confidence. She has worked in business, public sector and as an academic and now through her consulting practice, brings that knowledge and experience to organizations that are building success through people.

Renaissance Ballroom C

Challenge the Process: The Engine for Growth. Fifth Third Bank traces its origins to the Bank of the Ohio Valley, which opened its doors in Cincinnati in 1858. Proudly providing banking services for 5.8 million customers, Fifth Third Bank has taken the practice of Challenge the Process to higher levels. Learning programs focused on this important practice are stimulating new, innovative thinking about growth and encouraging managers throughout the enterprise to approach growth differently. The presenters will cover the approach they use in teaching this practice during The Leadership Challenge[®] Workshop, their own research on successful practitioners (which led to their book, *There Is No Box*), and how the practice has become the basis for ongoing strategic thinking at the bank. (Different Places, Different Approaches)

Tom Heuer is Director of Executive Team Performance and The Leadership Challenge at Fifth Third Bank. **Steve Coats** is the managing partner of International Leadership Associates. Tom and Steve are coauthors of the book, *There Is No Box.*

Renaissance Ballroom D

Getting to the Heart of Leadership at St. Jude Medical. Among *Fortune* magazine's list of the World's Most Admired Companies for five years in a row, St. Jude Medical serves physicians and their patients in over 100 countries around the world. This session will provide an overview on how St. Jude Medi-

cal uses the LPI, leadership coaching, and two custom workshops built around The Five Practices as part of their ongoing leadership development efforts. (Different Places, Different Approaches)

Mark Hoffman is Senior Vice President, Human Resources at St. Jude Medical. He has over 28 years of management experience in human resources, marketing, sales and operations in various implantable medical device businesses. **Ron Crossland** is an author and leadership development consultant.

Bucktown A & B

Build a Leader Workshop: A Card Sort Activity. This session consists of a hands-on exercise to identify leadership behaviors that lead to success. In this timed exercise, small groups sort decks of cards with key leadership competencies and identify the ten behaviors needed for successful leaders. This activity has been used successfully with individuals engaged in construction, and can easily be applied to numerous industries. A debriefing of key learning points concludes the session. (Apply & Practice)

Craig Atkinson is a learning and organizational development professional with 10 years of experience. Since 2006 he has served as the Director of Career Development for The Walsh Group, a large national construction company.

Gold Coast

Effective Practices in Developing a Campus-Wide Leadership Certificate Program. Comprehensive leadership programs are gaining momentum in the national scope of higher education. The purpose of this session is to highlight the steps taken and lessons learned in developing a leadership studies certificate in a large public university. We will explore necessary components, such as a heavy emphasis in using the Student LPI, along with other essential best practices as benchmarked with other universities. Participants will have the opportunity to share how the Student LPI is used effectively within their comprehensive programs, as well as to highlight hallmark examples which make their programs both unique and effective. (Dialogue & Connect)

Kevin Smith is Assistant Director for Leadership and Community Service, Ohio University. Since 2007, Kevin has brought students, faculty, and staff together at Ohio University to develop the leadership studies certificate. **Mary Tucker** is a professor in the College of Business at Ohio University. Mary has published over 50 articles in leadership, management, emotional intelligence, and business and is a key member of the leadership steering committee at Ohio University.

Bridgeport

The Phenomenon of Momentum: Leading Up With The Five Practices. As executives, consultants and business owners strategize ways to lead their organizations successfully in the current economic climate, opportunities abound for individuals to lead. This session explores a phenomenon that occurs when managers and supervisors become more enthusiastic and skilled in The Five Practices than the executive team. They begin to challenge the executive team to demonstrate their commitment which accelerates the integration of the Five Practices into the organization. This phenomenon clearly demonstrates anyone can be a leader in moving an organization forward. (Dialogue & Connect)

Liz Cloud seeks to facilitate learning about the human side of leadership and business. **Jackalyn Rainosek** enjoys opportunities to share leadership experiences and learning. Both are passionate in helping individuals, teams and organizations discover the power of leadership.

2:45–3:45 Concurrent Sessions

Renaissance Ballroom A

High Touch and High Tech: The Five Practices in Online Leadership Education. Seton Hall University's online master of arts in strategic

FRIDAY, AUGUST 7 • SESSION DESCRIPTIONS

communication and leadership (MASCL) program brings together high-touch and high-tech for students seeking a blended learning approach. Exposure to The Leadership Challenge begins with on-campus residency and continues during 12 weeks of online instruction. Led by a certified facilitator in The Leadership Challenge, an online threaded discussion debriefs students on the LPI and leadership development plan, which are repeated 18 months later. This session will describe MASCL's model for online leadership education and examine quantitative data that measures impact of learning between students' first and second LPIs. (Different Places, Different Approaches)

Angie Chaplin, MA, CPBA, is a certified facilitator for The Leadership Challenge Workshop. A nationally respected consultant and facilitator with Lutheran Services in Iowa's Center for Learning & Leading, Angie also teaches The Leadership Challenge for Seton Hall University's master of arts in strategic communication and leadership.

Renaissance Ballroom B

Using The Five Practices as an Intervention Tool. Organizations are often struggling to change their cultures. This session will follow two different organizations' struggles to make such shifts using the Five Practices as the fundamental underpinning of their initiatives. One organization has quickly adopted the practices and one has not. This session will talk about both the success and problems faced when facilitating and coaching an organization to cultural change. Specific "stories" will be used to highlight the realities most organizations face in such interventions. Several models will be presented to demonstrate the intentionality of the change approach and specific examples will be sited identifying outcomes. (Different Places, Different Approaches)

Donna Goss and **Don Robertson** are the Co-Directors of the Leadership Development Institute. They both have over 25 years of business experience and have been consulting the last 8 years to build leadership capability and support change initiatives in numerous organizations, both for-profit and not-for-profit.

Renaissance Ballroom C

Bridging the Leadership Divide: Building High-Performance Relationships Across Leadership Generations. Based on the research from the book *Leadership Divided*, the session will focus on how to build leadership development experiences that effectively prepare next generation leaders and build a productive relational bridge between incumbent and emerging leaders. Participants will have the opportunity to look at design components of their existing leadership development curriculum and assess how "emerging leader–friendly" their leadership practices are. (Different Places, Different Approaches)

Ron Carucci is a seasoned leadership and organizational consultant with more than 25 years of experience working with CEOs and organizations in the pursuit of leadership transformation. He has written five books, including *Leadership Divided: What Emerging Leaders Need and What You Might be Missing.* **Josh Epperson** is a senior consultant with Passages Consulting.

Renaissance Ballroom D

Sustaining The Leadership Challenge Over Time. Keeping the commitment to leadership development is a challenge at every organization. During this session, you will learn what one company—Luxottica Retail—has done to establish The Five Practices as their core leadership model, keep participants engaged and growing in The Five Practices, encourage supervisors to remain directly involved while connecting The Five Practices with performance expectations, and tracking impact to the overall business. (Different Places, Different Approaches)

Sterling Gross, Executive & Leadership Development, Luxottica Retail, has been involved in the development of Luxottica Leadership for the past decade. His team is responsible for facilitating all leadership classes for the organiza-

tion, supplying team interventions and leadership coaching, and managing the key talent process for Luxottica's 32,000 employees.

Steve Coats is the managing partner of International Leadership Associates and coauthor of the book, *There Is No Box*.

Bucktown A & B

Podcasting Your Stories: How to Tell an Encouraging Story When No-

body's Around. We know how impactful an encouraging story can be. They can make people feel connected, inspired, recognized. The more exposure a story gets, the greater the impact. Taking advantage of Web 2.0 channels such as podcasting can help launch and disperse compelling stories, but it's not so easy. How do you make your stories compelling when you're just speaking into a microphone or a phone, with no audience? This session will examine stories delivered in this medium and create guidelines about what works and what doesn't. You'll have a chance to hear stories and if you're feeling adventurous to share your own and receive feedback from others. (Apply & Practice)

Beth High is a Master Facilitator of The Leadership Challenge. She is also the author of the *Leadercast Series* and contributor to the upcoming book *The Challenge Continues* with a chapter on The Five Practices in the Virtual Environment. She hosts the blog *OnLeadershipOnline* which serve as a forum and incubator on the evolving topic of leading in virtual channels.

Gold Coast

The Leadership Café: Using Dialogue to Deepen Understanding of The Leadership Challenge. How can you use the practice of dialogue to make the most of training time with participants from all different backgrounds or levels of an organization? World Café is easy to translate to leadership development, it's a great way to include all voices in the conversation, and it creates deeper connections between participants that they will use long after the training is over. In this session you'll participate in a brief World Café dialogue about your own personal experiences of leadership. At the café, participants will learn the basics of hosting a leadership dialogue process which includes setting the scene, dialogue logistics, and some example leadership questions to explore with a group. (Apply & Practice)

Amanda Crowell Ittiong is Student Development and Leadership Programs Director in the Haas Center for Public Service at Stanford University. Amanda loves sharing The Leadership Challenge and The Student Leadership Challenge with groups and individuals working towards positive social change.

Bridgeport

Leadership and Hope in Times of Change. Come join this follow-up conversation to Maureen's previous presentation on how The Leadership Challenge can be used to invite people to view their situations from a perspective of opportunity when exploring how to deal with change. Share your own stories and hear others' regardless of whether you attended the 1:30 session. (Dialogue & Connect)

Maureen O'Leary Pickard is a Leadership Challenge Master Facilitator and a Human Resources practitioner with a passion for helping people and organizations work with purpose and confidence. She has worked in business, public sector and as an academic and now through her consulting practice, brings that knowledge and experience to organizations that are building success through people.

4:00–5:00 Closing Session

Grand Ballroom

Jim and Barry will answer your lingering questions and guide a lively discussion of how we can emerge from these challenging times as stronger and more vital contributors to the development of leaders around the world.





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