

Self Empowered™

Powered by The LPI®: The Leadership Challenge® Inventory

By James M. Kouzes and Barry Z. Posner

Prepared for

Elias Rivera

Thursday, November 12, 2020

This report is provided by:

Consumer Insights
betatest@leadershipchallenge.com



What Is a Leader?

When you hear the word “leader,” what do you think about? Maybe you imagine someone capable, confident, and naturally inspiring, or someone with a title and direct reports. The word “leader” tends to make us think big. Leaders end up in history books. Leaders have larger-than-life personalities. Leaders were born to lead.

But “leader” doesn’t have to be an intimidating word. In fact, leadership is happening all around us every day, and you’ve probably known and worked with many great leaders: people whose example you followed and whose guidance you depended on. They may have been managers, family members, coaches, friends, coworkers, or any person who stepped up and made something extraordinary happen.

Simply put, a leader is someone you’ll willingly follow, and you don’t have to have a title to meet that criteria. Anyone can be a leader, as long as they demonstrate the set of behaviors that define leadership. If someone builds relationships, dreams big, experiments, and inspires others with their words and actions to strive toward collective goals—they are a leader.



Think about This

If anyone has ever looked to you for guidance, observed your behavior and imitated it, said they liked your ideas, or asked you for advice, then **you are a leader.**

Think of a leader from your life that you admired. Why do you remember them?

What did they do that made you think of them as a leader?

Because you admired this person as a leader, they likely demonstrated many of the underlying behaviors that define exemplary leadership. But they also made unique and specific choices about how to teach, inspire, motivate, and model. Those choices shaped the way you perceived them as a leader. **And you’re already making those choices too.**

So maybe the question isn’t just **what is a leader?**

It’s: Who are **you** as a leader?

The Way You Lead

How do **you** lead?

If you want to start thinking about the kind of leader you could become, Elias, think about the kind of leader you already are. After all, leadership isn't about personality—it's about what you do. Research shows that the more frequently you perform certain behaviors, the more effective and impactful you are. These behaviors have consistently proved the same across time and culture, and they're actions that anybody, at any level of an organization, can do.

In fact, based on your assessment, you're already doing some of them—and not yet doing others enough. For example, you probably make an effort to empower the people you work with by giving them the resources they need to succeed. At the same time, you may not always go out of your way to let your teammates know that you're rooting for them and are proud of their successes. And the way people see you as a leader is impacted by these choices.

As you begin to take charge of the way you lead, part of your challenge will be to think more deeply about what you're already doing. Another part will be to reflect on the behaviors you're engaging in less often and figure out why this is the case and what you can do to become more comfortable with them.

Your starting line



Think about a time when you saw yourself as a leader. What did it feel like? What did you do?



What fears or reservations do you have about being a leader?

Are you ready?

On this journey, you'll take steps to figure out what kind of leader you want to become. You'll use the model of The Leadership Challenge® to understand which behaviors define leadership and you'll explore how you can enact those behaviors in ways that feel personal and unique to you. Let's start by reviewing The Five Practices of Exemplary Leadership®.

The Five Practices

Meet The Five Practices of Exemplary Leadership®

Each of The Five Practices of Exemplary Leadership® represents an essential aspect of leadership, and no one practice is more important than any other. When you increase the frequency of these practices, you become a more effective leader—someone people are more likely to listen to and rally behind.



Your Overall Scores (from 6 to 60)

The numbers in the circles above represent the total ratings you gave yourself on each practice. They reflect frequency of behavior—not how good or bad you are at each practice, nor how easy or difficult each may be for you.

As you learn more about The Five Practices, remember that there's no right order in which to tackle them. It's up to you to decide how you want to develop your leadership skills. It's also up to you to bring your own unique style to each practice. Remember, who you are as a leader is defined by what you do. By embracing The Five Practices, you'll be empowered to take ownership of your leadership identity.



Model the Way

What does it mean to Model the Way?

Modeling the way is about the kind of example you set for others as a leader. In order to effectively Model the Way, you need to get in touch with who you are: what you believe in, how you communicate, and how your values could inform your behaviors. This practice asks you to figure out whether your ideals and your actions are aligned.



When you Model the Way, you

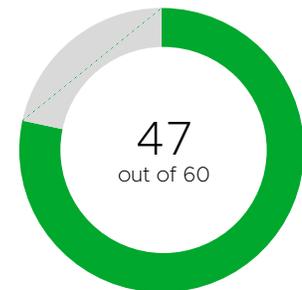
- Understand your own values and share them with others
- Search for common ground between your values and those of your colleagues and organization
- Do what you say you'll do

How **you** Model the Way

You may already be enacting this practice regularly in your daily life, even if you've never really thought about it. That's because modeling the way begins with small, everyday actions like talking to people about what they believe in, sharing what you believe in, and acting in ways that align with those beliefs.

Based on your assessment responses, you've probably thought long and hard about how you define leadership, who you are as a leader, and what you stand for. You probably know your own values and ideals and can articulate a philosophy of leadership that reflects them. You know what you want to help other people achieve, and can name leaders you admire because you've been shaped by observing and learning about them. Think of yourself as having a head start with this aspect of the practice: it's already defining who you are as a leader and how others see you.

Some aspects of modeling the way may come less naturally to you, or you may have spent less time developing those skills. For example, you probably don't create a lot of opportunities for friends and teammates to give you feedback—and asking others to tell you how you're doing might even make you uncomfortable. In fact, receiving critical feedback without getting defensive may take special effort for you. This could be a good place to start when you think about how you could Model the Way more frequently, and what kind of leader that might make you.



**Your Model
the Way Score**

Exploring Who You Are

What are your values?

Elias, in order to effectively Model the Way, you must first be clear about your own values. These are guiding principles that fundamentally impact how you think and act as a leader. They drive everything you do. To really know your values, you must draw upon your experiences, figure out how they've shaped your beliefs, and reflect on how those beliefs show up in the work you do and the way you live.

Once you know what you believe, you'll be ready to start modeling the way—because you'll have ideals to guide your actions.

What is most important to you?

Take a look at the following list of 30 common core values. Be honest with yourself: Which of these values matter most to you? Read through and **circle five values** that you would call very important to you. This may feel extremely hard. Push yourself to choose just five. Next: go back over those five and **star the two values** that you'd call most important to you. These should be the two values you consider absolutely fundamental to who you are.

Achievement/Success

Autonomy
Challenge
Communication
Competence
Creativity
Curiosity
Dependability
Discipline
Empathy

Family

Friendship
Growth
Happiness
Harmony
Health
Honesty/Integrity
Humor
Love/Affection
Loyalty

Power

Prosperity/Wealth
Recognition
Respect
Security
Service
Spirituality/Faith
Trust
Variety
Wisdom

How do you describe your values?

Remember: Words like “communication” or “curiosity” can mean different things to different people. You need to know what each of your values means to you personally. List your two most important values below and describe them **in your own words**.

Your value: _____
How would you describe what this value means?

Your value: _____
How would you describe what this value means?

Next Steps

How can **you** Model the Way?

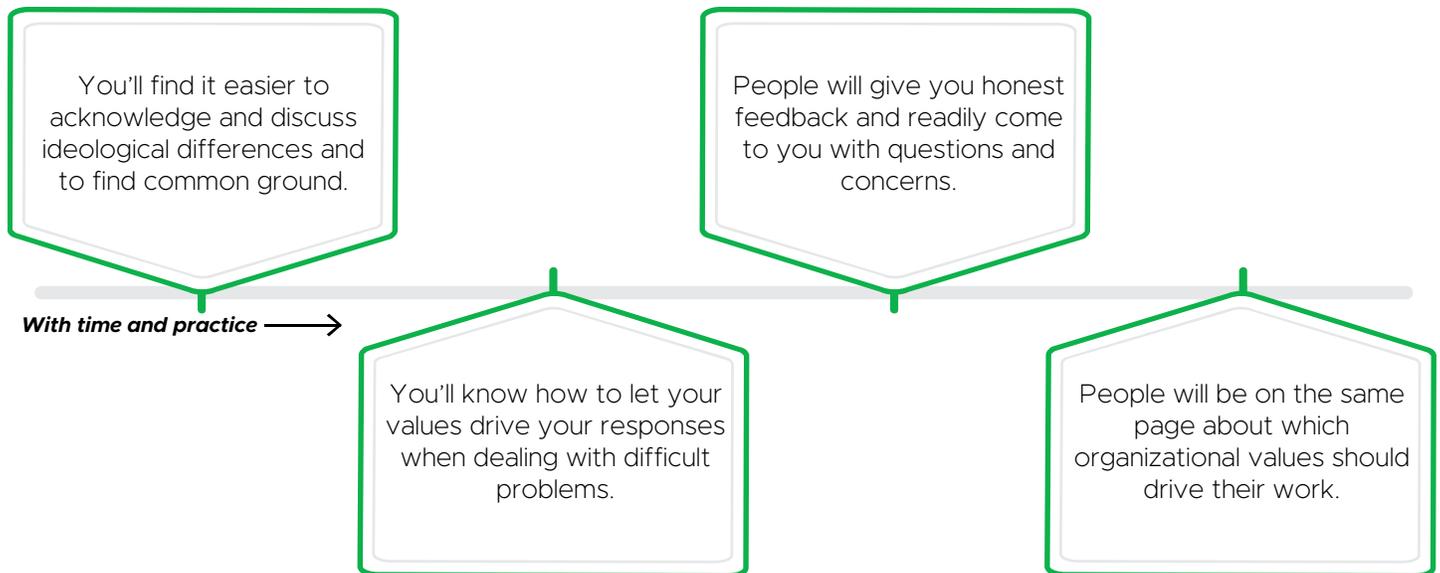
Now that you've explored your values and learned a little about how you're modeling the way already, start thinking about what you can do to enact this practice more frequently going forward.

Based on your assessment, here are some tips that could help you get started:

- Reach out to other leaders in your field or in your life and talk to them about their approach to leadership. Exchange ideas, questions, tips, and recommendations. Leadership isn't a solo venture: your peers are some of your greatest resources.
- When someone does you the courtesy of giving you real feedback, make sure you take it seriously. If you feel yourself getting defensive, choose not to respond in the moment. Instead, ask for some time to process and follow up later as needed.
- Make promises based on what you can actually handle, not what you wish you were capable of. The next time you find yourself agreeing to something, ask: Do you genuinely have the time, energy, and resources necessary to get the job done?

How do you know it's working?

As you work to Model the Way more frequently, keep an eye out for some of these signs that your efforts are paying off:



Getting started

Considering the tips above, what's one thing you can do to Model the Way in the next few weeks?

Inspire a Shared Vision

What does it mean to Inspire a Shared Vision?

Being a leader means charting a course into an unknown future and convincing others to come along with you. When you Inspire a Shared Vision, you know where you want to end up and you're prepared to paint a vivid picture for the people in your life. And by starting conversations about the future, you make it possible for others to do the same. As you explore this practice, you'll think about how those discussions can build excitement and enthusiasm among your colleagues and teammates.



When you Inspire a Shared Vision, you

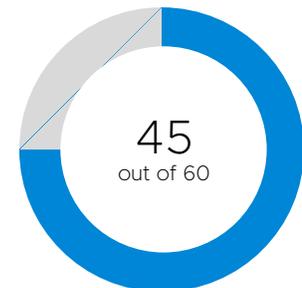
- Dream big and believe in the possibilities of the future
- Share your idea of the future with others and ask to hear theirs in return
- Brainstorm with teammates to create a common vision

How **you** Inspire a Shared Vision

Inspiring a shared vision might sound intimidating, but it starts with simple actions: describing what you want out of the future, asking others what **they** want, and talking about the similarities and differences. You're already doing many of these things fairly often—which means you probably feel somewhat comfortable with this practice.

Based on your own assessment of your behaviors, you're probably already a "big picture" person: you're practiced at looking to the future and imagining all the important, exciting things your group could accomplish in time. And you probably speak up often about the future you imagine for your organization, describing specific things you believe you and your teammates could achieve together. This means you're already building the foundation of a common vision within your organization—and the more optimism you express about your group's potential, the more people will see you as someone forward-looking and prepared to lead others toward the future.

At the same time, there are some behaviors associated with this practice that you could exhibit more frequently. For example, you may not think about the importance of sharing your vision of the future with others if you want to see it happen. And even if you have some ideas for helping yourself or your organization thrive, you probably don't go out of your way to try and get other people on board with what you're imagining. As you think about what kind of leader you'd like to be going forward, consider how embracing this behavior might help you to Inspire a Shared Vision more regularly.



Your Inspire a Shared Vision **Score**

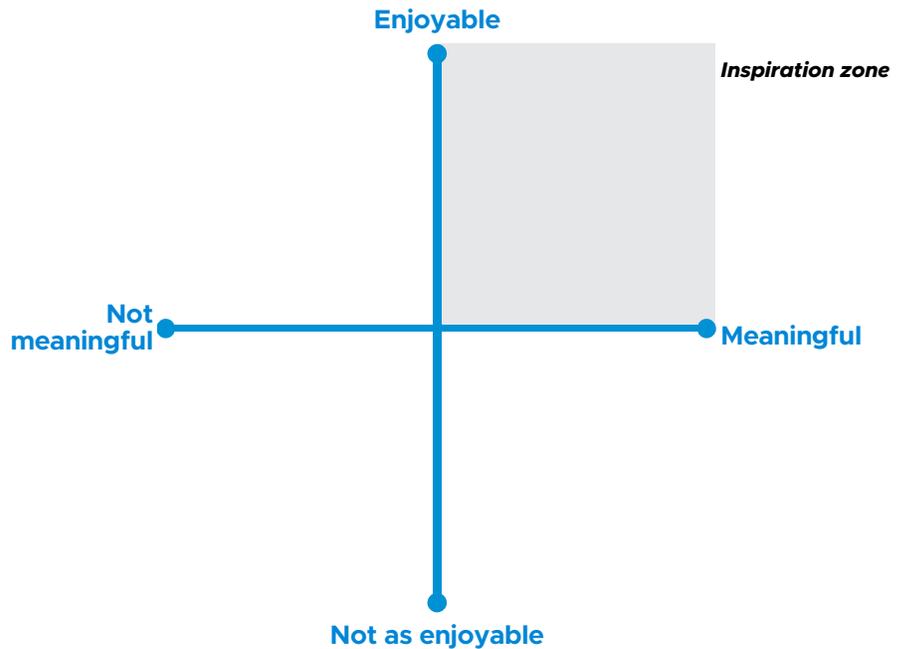
What Inspires You?

Creating a vision of the future can feel like a big challenge, so it makes sense to approach it incrementally. One way to start is by thinking about the parts of your work that most inspire you today. Use the gray box on the left to make a list of some of the things you do at work. Then, plot these activities on the graph below. Think about how much you enjoy each activity as well as how meaningful or impactful you find it.

List the kinds of things you do at work

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

Plot your list of work activities, by name or number, below



See that upper right-hand quadrant? Think of this as your inspiration zone. Activities you place there represent the intersection of your values and your passion: these are aspects of your work that you find both engaging and fulfilling. As you build a vision of the future, use these activities as a starting point for imagining what you might want to do and achieve going forward.

What's in your zone?

Do the activities in your inspiration zone have anything in common with each other? How do they reflect your values?

What role might the activities in your inspiration zone play in a vision of your future?

Next Steps

How can **you** Inspire a Shared Vision?

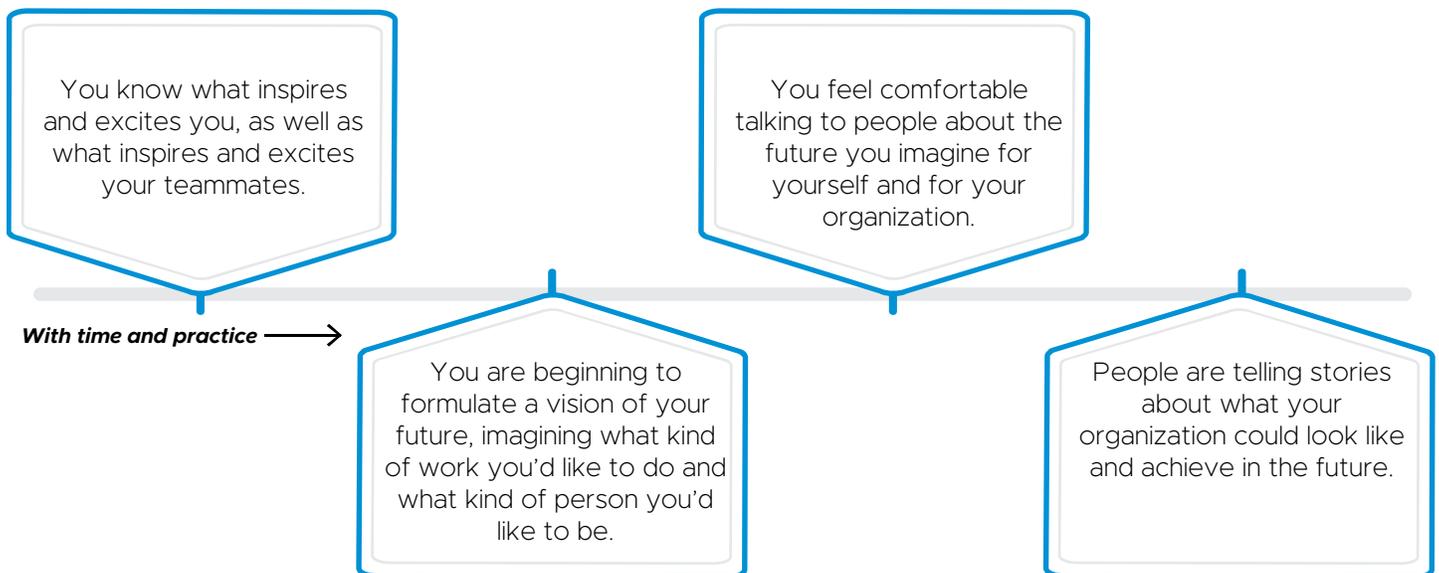
As you begin to consider what your vision for the future might be, there are many things you can do to create a future-oriented work environment, helping everybody to look ahead and dream big.

Based on your assessment, here are some tips that could help you to get started:

- When discussing your group goals, make sure you emphasize the outcomes most relevant and motivational to the people you work with. Work to communicate these outcomes in ways that will make your message come to life, be it via stories, speeches, or statistics.
- The only way to create a future you and your teammates are all invested in is to sit down and really talk about what it ought to look like. Try asking people what issues need solving, what frustrations need addressing, and what excites them, scares them, and interests them.
- Think about what your industry was like ten years ago. How has it changed? Does that give you any ideas about how it might change even more in the next ten years? Record three possibilities that occur to you.

How do you know it's working?

Talking openly about the possibilities of the future may be new territory for you and your teammates, but as you get used to it, you'll probably begin to appreciate the benefits:



Getting started

Considering the tips above, what's one thing you can do to Inspire a Shared Vision in the next few weeks?

Challenge the Process

What does it mean to Challenge the Process?

Elias, if you've ever done the same tasks day after day, you know how easy it is to end up on autopilot: doing things the way you've always done them without wondering whether there's another way. Challenging the process means stepping back, questioning the status quo, and seeking out ways to improve the way you work. As you explore this practice, you'll think about what it means to take initiative, push for change, and even learn from your struggles, hardships, and setbacks.



When you Challenge the Process, you

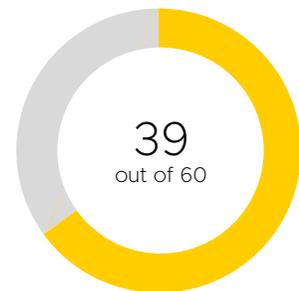
- Ask yourself why things are done the way they are and look for opportunities to innovate
- Look outside your organization for new ideas about how to get things done
- Try and try again, even when things don't go as expected—and learn from your mistakes

How **you** Challenge the Process

Based on your responses to the assessment, you may already sometimes be challenging the process in your workplace. This means that in certain situations, you're already thinking about how to improve the way you work, planning for change, and tackling new challenges with grit and determination.

According to your assessment, you're already challenging the process in certain ways. For example, you may already think of failure as an opportunity to learn, and know that it can take many tries to get something right. When things don't go as expected, you probably reach out to teammates to discuss what went right, what went wrong, and what you could do differently in the future. Then you try again. As you continue to explore this practice, ask yourself how you can expand on these behaviors, demonstrating them even more often—and in doing so, making them a key part of the way you lead.

There are also areas of Challenge the Process that you probably haven't begun to explore much yet. Right now, you probably don't look outside your organization for resources that might help you to improve the work you do. You may not see it as your job to prioritize innovation—especially not when it means independently seeking out opportunities to network, train, and learn new skills. Looking beyond your organization for ideas about how to innovate may require you to stretch yourself more than other aspects of this practice. Think about when and how you could take small steps to pursue learning opportunities every day.



Your Challenge the Process **Score**

Overcoming Barriers

What makes it difficult to push for change?

Remember, regardless of your role or rank, you're an expert at the work you do, and there are processes and procedures that you're uniquely qualified to improve. As you explore this practice, focus on how you can impact your immediate environment. Think about your job and some of your responsibilities. There are probably things that could be done more efficiently or inventively—so what's stopping you from pushing for change? If you have reservations about your ability to challenge the process, you're not alone. It's normal to feel nervous about digging into this practice. Let's explore some of the thoughts that prevent people from challenging the status quo, and think about how we can reframe them to make pushing for change feel more accessible.



The next time you think about pushing for change and get hung up on a barrier, reframe your hesitation. Why is challenging the process valuable and necessary—and why are you the right person to do it?

Advocating for change

What's one change you want to push for in your organization or community? What might the first step be?

What is your biggest internal barrier to challenging the process? How could you reframe it?

Next Steps

How can **you** Challenge the Process?

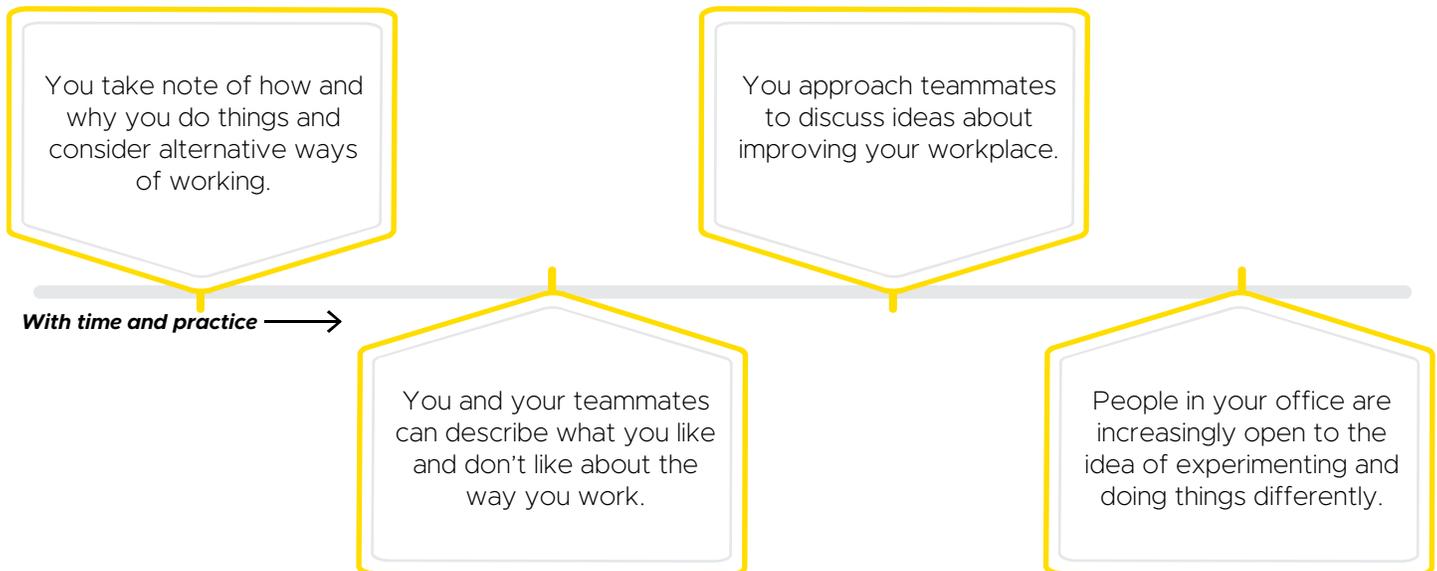
You've learned what challenging the process entails, and thought about where there might be opportunities to enact this practice at your organization.

Based on your assessment, here are some tips that could help you to get started:

- When you're dealing with a tough setback, be sure to listen as much as you talk. Rely on the diverse perspectives of your teammates to keep you grounded in the question of where you're going—not bogged down in regrets about where you've been.
- Try to find one new source of information about your industry that you can begin to use as a learning and skill-building resource. This could be an industry publication, a networking group, or an educational offering.
- Sit down with your teammates and talk about what excites and worries them about some of the changes that might be on the horizon for your team. Explain what kinds of challenges you anticipate and discuss how their fears might be addressed.

How do you know it's working?

Once you've started to Challenge the Process, you'll probably begin to experience ripple effects in your workplace. Here are some signs that you're making a difference:



Getting started

Considering the tips above, what's one thing you can do to Challenge the Process in the next few weeks?

Enable Others to Act

What does it mean to Enable Others to Act?

Enabling others to act means strengthening your relationship with teammates and reflecting on what they need in order to do great work. This practice asks you to put effort into empowering others in order to create a work environment in which people trust and respect each other. As you explore this practice, you'll think about how you can help the people you work with gain the competence and confidence to excel, making your whole team stronger.



When you Enable Others to Act, you

- Spend time and energy getting to know the people you work with
- Provide people with the resources they need to succeed
- Demonstrate trust by letting people make their own decisions

How **you** Enable Others to Act

Enabling others to act is at the heart of creating a team in which everybody feels respected and empowered. And your score in this practice indicates that you're already taking some steps to make sure the people you work with have the resources and support they need to thrive.

Your assessment indicates that some of your behaviors already Enable Others to Act in your workplace. For example, you might already understand the value of developing a bond of trust with your teammates. You may often open up about your thoughts and feelings and encourage others to do the same. You tend to seek your coworkers' help when needed and help them in return when asked. And generally, you try to think about balancing other people's needs with your own. The more you practice these behaviors, the more effective your team will become.

But enabling others to act can also be challenging, and becoming an expert at it won't happen overnight. As you think about how to master this practice, consider starting with some behaviors you may not currently demonstrate. For example, you may not think that often about how fulfilled your teammates are by the work you all do. You may tend to assume that other people should take care of their own growth. And it may not occur to you to try and help the people you work with develop new skills, even when doing so could benefit your entire team.



Your Enable Others to Act **Score**

Support and Empower Others

What does it mean to empower others?

When you're a leader, you understand that a successful team is one in which every member is given the opportunity to thrive. This means making sure that people feel supported, that they're given opportunities to work together and learn from each other, and that they receive the resources they need to succeed. Under these conditions, your teammates will be able to fulfill their potential—and even become leaders themselves.

What support do you offer?

Elias, think about what you know about your teammates: about their lives, jobs, and aspirations; the way they work; and what they need in order to fulfill their professional goals. Different people need different conditions to thrive. Some people need resources; others need ideas. Some people need scheduled check-ins while some simply need to know that you'll be there if they reach out. There are many different ways to be a resource for your team. **Shade in the circles below to indicate how often you act in accordance with each statement.**

1=Less often 7=More often

<p>Be the first to trust</p> <p>Give people space to work independently and make their own decisions</p> <p>Allow the people you work with to tackle problems differently than you would</p>	<p>1 2 3 4 5 6 7</p> <p>1 2 3 4 5 6 7</p>
<p>Share knowledge and information</p> <p>Seek out enriching opportunities for the people you work with</p> <p>Ask teammates for their opinions on decisions that impact your workplace</p>	<p>1 2 3 4 5 6 7</p> <p>1 2 3 4 5 6 7</p>
<p>Show concern for others</p> <p>Pay attention to the people you work with and notice when they're struggling before problems get too big</p> <p>Go out of your way to ask people how they're doing and offer your support</p>	<p>1 2 3 4 5 6 7</p> <p>1 2 3 4 5 6 7</p>

Expanding support

Which methods of enabling others to act do you feel most comfortable with? Why?

Which methods of enabling others to act do you feel least comfortable with? What can you do to engage in these behaviors more often?

Next Steps

How can **you** Enable Others to Act?

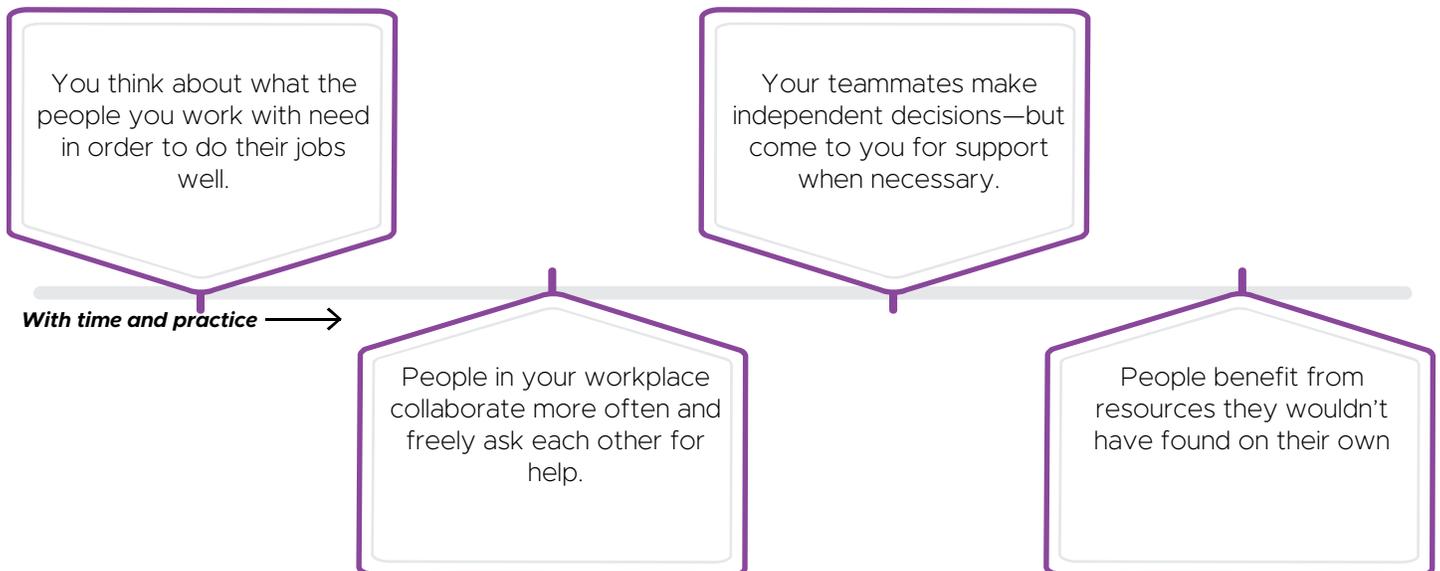
Now that you know what it means to Enable Others to Act, it's time to think about how you might enact this practice with your team and even within your organization as a whole.

Based on your assessment, here are some tips that could help you to get started:

- Share information freely with your teammates. If someone is experiencing a problem you've also experienced, share your own lessons and recommendations. If someone needs help, stop and consider whether you can connect them with a resource.
- Research what kind of opportunities your group already provides for people to develop new skill sets. You might have access to online learning opportunities, or your organization might regularly host guest lecturers. Familiarize yourself with the kinds of existing resources you can direct people towards.
- When you ask a teammate to tackle a particular job, take the time to tell them why you've chosen them for the task, and how their work will contribute to the big picture. Give them the chance to weigh in as well.

How do you know it's working?

The more time and energy you put into enabling others to act, the more signs of trust and collaboration you'll see in your workplace:



Getting started

Considering the tips above, what's one thing you can do to Enable Others to Act in the next few weeks?

Encourage the Heart

What does it mean to Encourage the Heart?

Encouraging the heart means telling your teammates how much you value and respect them—and by doing so, creating a workplace that people are genuinely excited to be a part of. This practice asks you to let people know that you appreciate their good work and are glad to have them on your team. As you explore this practice, you'll think about how to show people their worth and create an environment in which teammates are genuinely cheering for each other to succeed, because it's "all for one and one for all."



When you Encourage the Heart, you

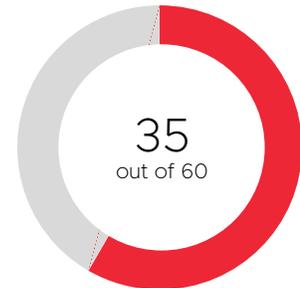
- Recognize individual achievements
- Tell stories about your teammates' victories and hold them up as examples
- Bring people together to celebrate accomplishments

How **you** Encourage the Heart

When you're part of a team, you're given countless opportunities to be a cheerleader for the people you work with—but based on your assessment results, you may not yet be taking full advantage of them. The more you pay attention to what your teammates are accomplishing, the more you'll naturally begin to celebrate other people's victories and Encourage the Heart.

From what you've shared, you're already demonstrating some behaviors associated with this practice in your everyday life. For example, you most likely know that if people do good work, you should speak up and let them know you're impressed. You understand how important external assurance can be and care about making sure your friends and teammates know that their work is seen and valued. And you may often go out of your way to speak up about teammates' successes and accomplishments. The more you lean into these behaviors, the more people will see encouraging the heart as central to the way you lead.

On the other hand, there are some aspects of encouraging the heart that you may not feel as confident about. Although you probably appreciate it when your teammates work hard and help you to achieve group goals, you may not usually go out of your way to recognize them in creative and personalized ways. You may assume that organizational rewards systems—be they raises or official awards—are more than sufficient, and it probably doesn't occur to you to be the person who helps plan a special acknowledgement for someone who did a great job. Take a look around your workplace and ask: How can I work to creatively acknowledge people more often? And what would happen if I did?



Your Encourage the Heart Score

Showing Appreciation

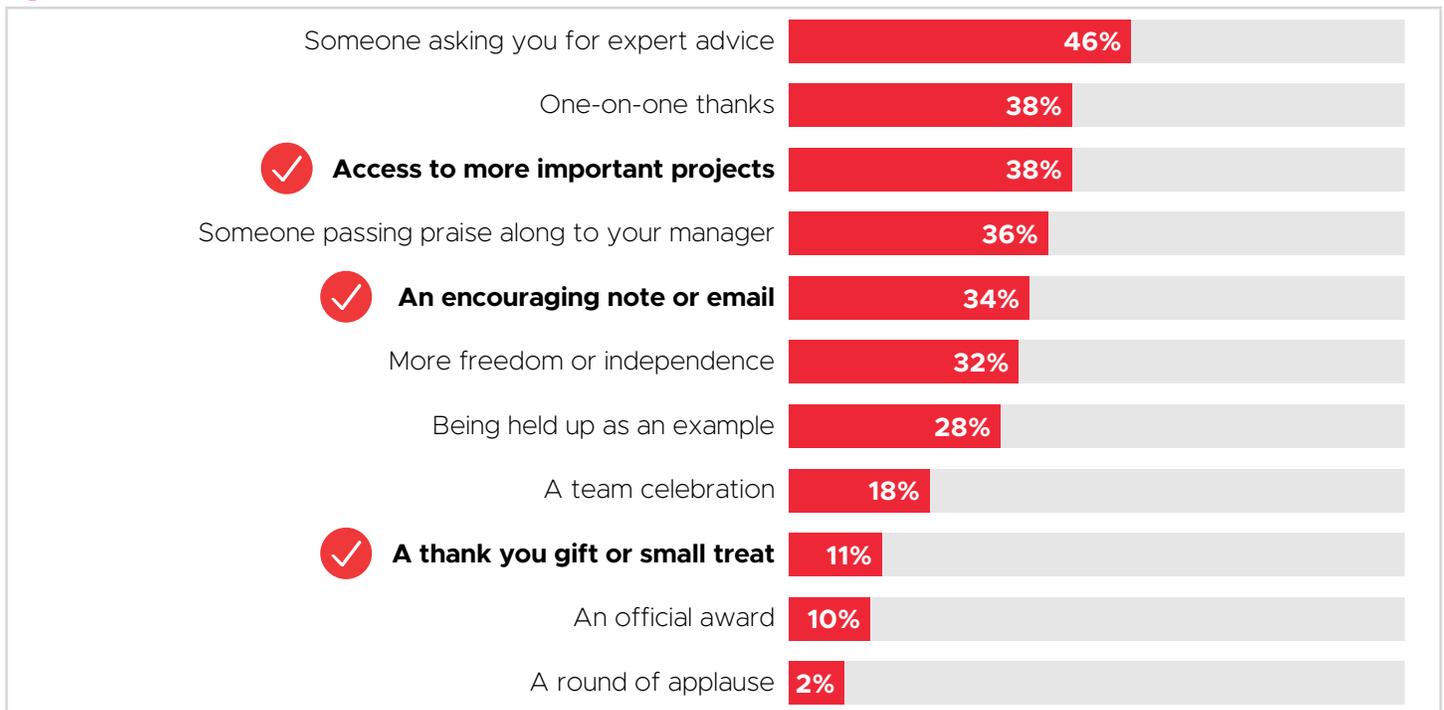
How do people like to be encouraged?

There are many ways to acknowledge people's hard work and accomplishments, and no one way works for everybody. That's because different people have different needs, and if you want to know what kinds of praise and encouragement will motivate your teammates, you have to start by getting to know them. The things that motivate you may not be the same things that motivate your teammates. But the more you think about different types of encouragement, the easier it will be to show people your appreciation in ways that feel personalized and meaningful.

What kinds of encouragement do people find meaningful?

Elias, when you completed your assessment, you also took a survey about the types of encouragement you find most motivating. Below, take a look at the variety of ways people like to be encouraged. Your three choices are highlighted.

 = your choice



Poll of 2073 learners

Encouraging others

Can you think of people you work with who might prefer a different type of encouragement than you do?

How could you learn about what types of encouragement most motivate your teammates?

Next Steps

How can **you** Encourage the Heart?

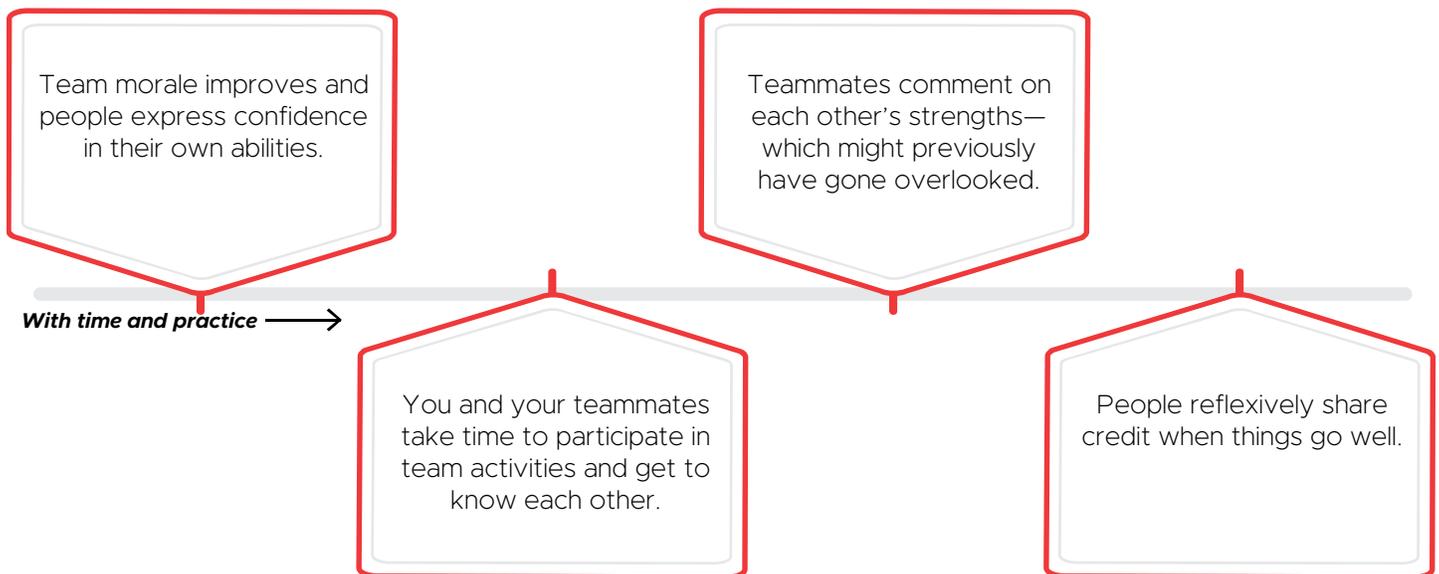
Now that you know what it means to Encourage the Heart, you can begin to think about what it might look like in your workplace, with your teammates.

Based on your assessment, here are some tips that could help you to get started:

- When you know what people feel confident, self-conscious, enthused, and discouraged about, you know better how to meaningfully praise them. Try to identify what kinds of praise make the biggest difference with each of your teammates and use that understanding to help them when and where they need it most.
- When it comes to rewards, what people crave and respond to most of all is personalization. Start conversations about what your teammates like and don't like, what motivates them—and use that knowledge to reward them in a way that will feel specifically meaningful.
- Pay attention to your teammates and keep track of what they accomplish. If you tune into what's going on around you, you'll never even hear about the challenges, troubleshooting, problem-solving, and triumphs that make the best and most motivational stories.

How do you know it's working?

When you take the time to Encourage the Heart and go out of your way to acknowledge and uplift the people you work with, you'll soon begin to experience the effects:



Getting started

Considering the tips above, what's one thing you can do to Encourage the Heart in the next few weeks?

Lead On

Your most frequent leadership behaviors

In this profile, you've been introduced to The Five Practices and explored how you're already integrating them into your life. Below, take a look at some of the leadership behaviors you're currently demonstrating most often. Right now, these are the actions that may cause others to think of you as a leader: they define how you lead.

<p style="text-align: center;">From Enable Others to Act</p>  <p style="text-align: center;">I treat others with dignity and respect.</p>	<p style="text-align: center;">From Enable Others to Act</p>  <p style="text-align: center;">I develop cooperative relationships among the people I work with.</p>	<p style="text-align: center;">From Model the Way</p>  <p style="text-align: center;">I make certain that people adhere to the principles and standards that have been agreed upon.</p>
--	---	--

At the beginning of this profile, you reflected on a leader from your life whom you admire. You thought about their choices and behaviors and asked yourself: Why do I remember them? What made them a leader? The fact is, we are all impacted by leaders we have known. They shape who we are and what we're able to achieve. They help us to unlock our potential and accomplish the unimaginable. That's why leadership is so important: because leaders can change lives. And they have the power to choose how.

Choosing how you lead



When someone describes you as a leader, what do you want them to say?

Committing

As you continue on your leadership journey armed with The Five Practices of Exemplary Leadership®, you get to choose what kind of leader you'd like to become and make your own plan for how to get there. Where do you want to start becoming more effective as a leader? You don't have to master all five leadership practices at once—you just have to identify a few behaviors that you want to start engaging in more often and more comfortably.

Model
the Way

Inspire a
Shared Vision

Challenge
the Process

Enable
Others to Act

Encourage
the Heart



1. Given what you've learned, choose one leadership practice you'd like to focus on getting better at.



2. Turn to the "Next Steps" page for that practice and review the tips for getting started, along with any notes you took. What's one concrete action you will take to embody this practice...

Tomorrow?

This week?

This year?



3. Flip back to the "Next Steps" page for your chosen practice and review the "How do you know it's working?" section, which outlines some general signs that your work at mastering a practice is paying off.

How will embracing this practice benefit your specific workplace: your colleagues, your clients, and the work you do?

What specific signs will indicate that you're making a difference?