



Core Philosophy of the Student Leadership Challenge

Leadership Is Everyone’s Business

“If everyone is a leader how can everyone be a leader? Shouldn’t there be just one?”

Everyone CAN be a leader, but people make a choice about when they step up based on the values they hold. Leadership is not a rank of position, but a responsibility one chooses to embrace throughout life.

Leadership Is Learned

Leadership is a process that ordinary people use when they are bringing forth the best from themselves and others. It is an identifiable set of skills and abilities that are available to everyone.

Leadership Is a Relationship

Leadership is the ability to connect with others, understand their hopes and dreams, and engage them in pulling together for a shared dream of the future. Leaders understand that every relationship contributes to their ability to be successful.

Leadership Development is Self-Development

A leader’s instrument is themselves. Committing to liberating the leader within is a personal commitment, a journey that begins with an exploration of the territory within.

Learning to Lead Is an Ongoing Process

It’s a journey, not a destination. You may occupy many leadership roles throughout your life. Each will provide opportunities for you to learn more and deepen your understanding of what leading is. The best leaders are the best learners.

Leadership Requires Deliberate Practice

Excellence in anything takes deliberate practice. You need to devote time to becoming a better leader.

Leadership Is an Aspiration and Choice

Leaders have countless chances to make a difference. If a person aspires to lead and is willing to do the work, they can lead. It is a deeply personal choice and a lifetime commitment.

Leadership Makes a Difference

Leadership Challenge research indicates that leaders can make a profound difference in the lives of their constituents. To do that the leader must believe in themselves, the followers believe they are the most important leader at that moment.

The content of this workbook uses information from [The Student Leadership Challenge: Five Practices of Exemplary Leadership](#). Kouzes, J. & Posner, B. (2014). The Student Leadership Challenge: Five Practices of Exemplary Leadership. San Francisco, CA: The Leadership Challenge.

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Personal Best Leadership Story

Think about your personal-best leadership experience. A time when you performed at your very best as a leader.

Definition of Leadership

The definition of leadership by Kouzes and Posner is:

Student Leadership Practices Inventory

Transfer your responses from the Student LPI to the corresponding sections below.

Column 1: Model the Way _____

Column 2: Inspire a Shared Vision _____

Column 3: Challenge the Process _____

Column 4: Enable Other to Act _____

Column 5: Encourage the Heart _____



Model the Way

Model the Way COMMITMENTS

- Clarifying values by finding your voice and affirming shared values.
- Set the example by aligning actions and shared values.

Model the Way BEHAVIORS

- I talk about my values and the principles that guide my actions.
- I set a personal example of what I expect from others.
- I follow through on the promises and commitments I make.
- I seek to understand how my actions affect other people's performance.
- I spend time making sure that people behave consistently with the principles and standards we have agreed upon.
- I make sure that people support the values we have agreed upon.



Inspire a Shared Vision

Inspire a Shared Vision COMMITMENTS

- Envision the future by imagining exciting and ennobling possibilities.
- Enlist others in a common vision by appealing to shared aspirations.

Inspire a Shared Vision BEHAVIORS

- I look ahead and communicate about what I believe will affect us in the future.
- I am upbeat and positive when talking about what we can accomplish.
- I speak with passion about the higher purpose and meaning of what we are doing.
- I talk with others about how their own interests can be met by working toward a common goal.
- I talk with others about a vision of how things could be even better in the future.
- I describe to others in our organization what we should be capable of accomplishing.



Challenge the Process

Challenge the Process COMMITMENTS

- Search for opportunities by seizing the initiative and look outward for innovative ways to improve.
- Experiment and take risks by constantly generating small wins and learning from experiences.

Challenge the Process BEHAVIORS

- I look for ways to develop and challenge my skills and abilities.
- I search for innovative ways to improve what we are doing.
- I take initiative in experimenting with the way things can be done.
- I look for ways that others can try out new ideas and methods.
- When things don't go as we expected, I ask, "What can we learn from this experience?"



Enable Others to Act

Enable Others to Act COMMITMENTS

- Foster collaboration by building trust and facilitating relationships.
- Strengthen others by increasing self-determination and developing competence.

Enable Others to Act BEHAVIORS

- I treat others with dignity and respect.
- I actively listen to diverse points of view.
- I provide opportunities for others to take on leadership responsibilities.
- I give others a great deal of freedom and choice in deciding how to do their work.
- I foster cooperative rather than competitive relationships among people I work with.
- I support the decisions that other people make on their own.



Encourage the Heart

Encourage the Heart COMMITMENTS

- Recognize contributions by showing appreciation for individual excellence.
- Celebrate the values and victories by creating a spirit of community.

Encourage the Heart BEHAVIORS

- I encourage others as they work on activities and programs.
- I express appreciation for the contributions people make.
- I make sure that people are creatively recognized for their contributions.
- I praise people for a job well done.
- I make it a point to publicly recognize people who show commitment to shared values.
- I find ways for us to celebrate accomplishments.