

Challenge the Process



The Five Practices of Exemplary Leadership

1

- Model The way

2

- Inspire a Shared Vision

3

- Challenge the Process

4

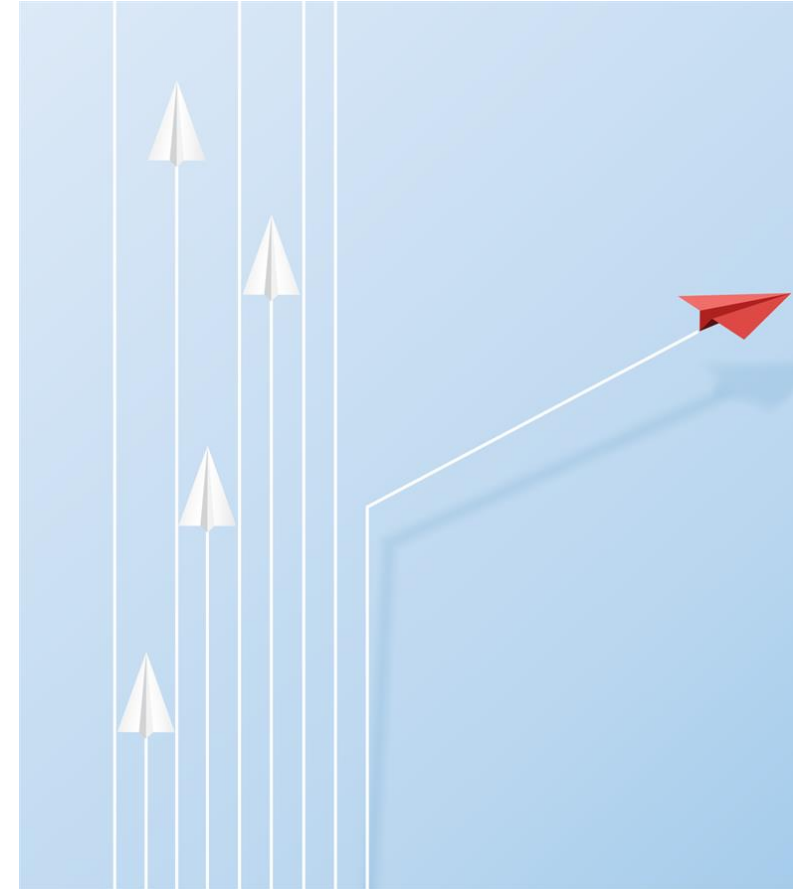
- Enable Others to Act

5

- Encourage the Heart

Challenging the Process

- **Challenging the Process** refers to putting feet on the ground, that is, the **actions** required to begin transforming **possibilities into realities**.
- **Challenge the Process** isn't about breaking rules just to challenge the system.
- It's about **questioning the status quo** with the intention of making things better.
- The work of leaders is **change for the greater good, not for personal gain**.



What is a Challenge

- n. an obstacle appraised as an opportunity rather than a threat. A threat becomes a challenge when the individual judges that their coping resources are adequate not only to overcome the stress associated with the obstacle but also to improve the situation in a measurable way.
- *vb.* to pose or face with an obstacle or threat.
- Within the framework of leadership and management, a challenge often signifies the act of questioning established practices, norms, or processes to drive improvement, innovation, or change.

Types of Challenges

- **External Challenge:** coming from people and situations.
- **Internal Challenge:** stemming from within the leader himself; those arising from the nature of the leadership role.



Challenge the Process

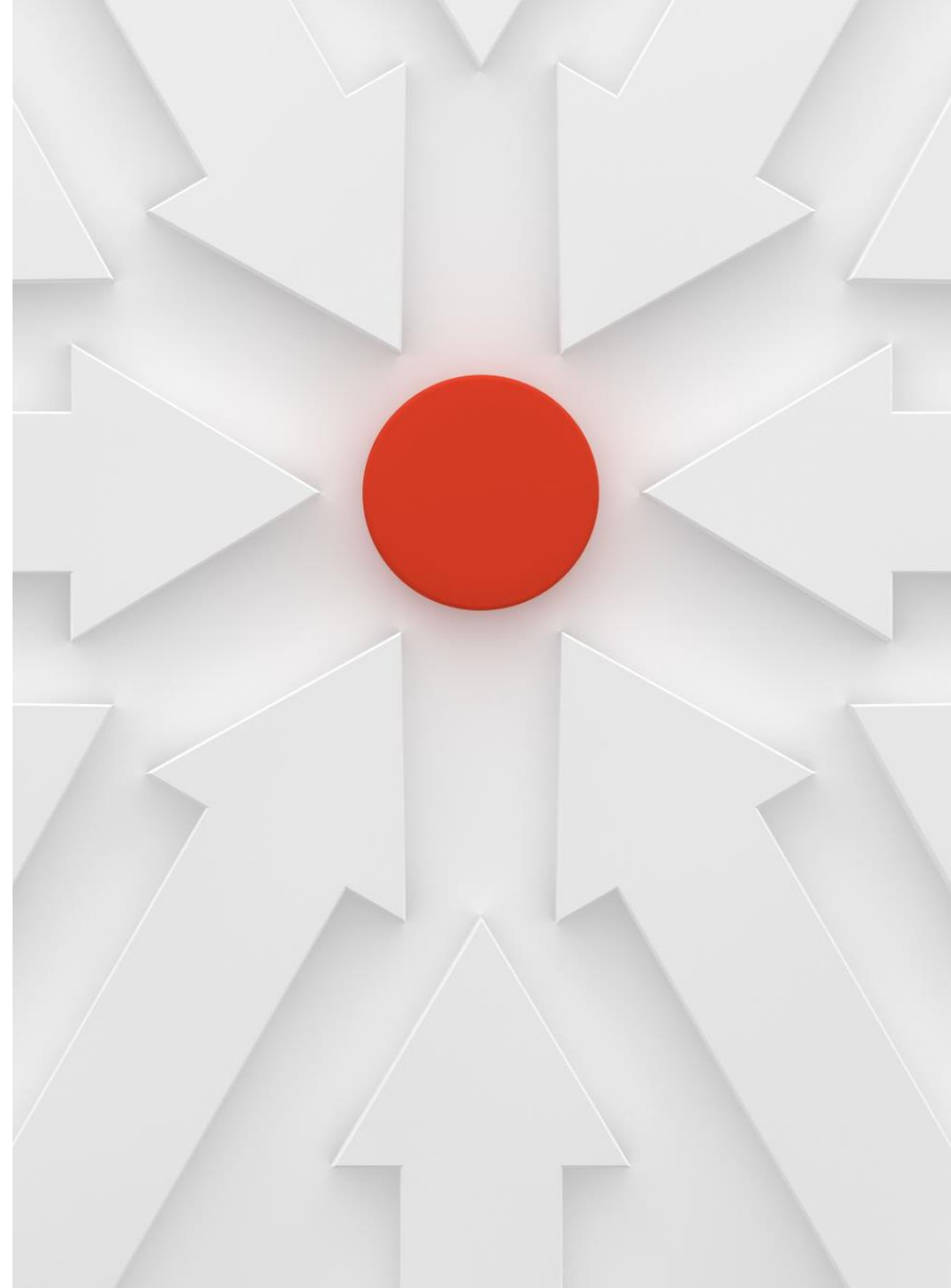
- What are leaders doing when they **Challenge the Process**? What are they doing for **themselves**, and what are they doing for **others**?
- How is **Challenge the Process** about **more than** breaking rules? If they were only **breaking the rules** or proposing changes just to **be different**, what would the results from Challenge the Process look like?

Challenge the Process

- What does it mean to you to **Challenge the Process**? Can you share a good example?
- Why is the leader **not the only one** who can Challenge the Process? How do others challenge? How do leaders make it possible **for others to Challenge the Process**?

Commitment 5

- **Search for opportunities by seizing the initiative and looking outward for innovative ways to improve.**



Challenge the Process Commitments

Commitment No. 5 Search for Opportunities



Seize the Initiative



Exercise Oversight

Leaders Seize the Initiative



Leaders Seize Initiative

- This first commitment of **Challenge the Process** focuses on the way a **leader thinks**.
- It defines the **open-minded approach** as a key to this practice.
- Leaders **don't sit around** and wait for new ideas to pop up.
- They **actively seek out other perspectives** and willingly reach into **new territory** to find them.

Leaders Seize Initiative

- They do this not simply to inspire change for the sake of change, **they challenge with the purpose of improving the status quo.**
- Their explorations also **set an example** and tone for others around them **to do the same.**

Leaders Seize Initiative

- Research shows that leadership is linked to **taking on the status quo and a willingness to be innovative.**
- Leaders are **innovators of change** and embrace the uncertainty that comes with pushing into the unknown.

Group Activity 1

- What stops you from trying something new? What do you risk if you change your approach?
- What is the risk if you don't change your approach?
- Why do you need to be innovative to be a good leader?
- Think back to a personal experience. What made you confident enough to take the risks and do the work you did?

Commitment 5

1. Seize the Initiative

Make Something Happen

- Take charge of change
- Consider improvements and ideas

Encourage Initiative in Others

- Consider Creative Ideas from the team
- Be positive and encouraging

Challenge with Purpose

- Always with purpose in mind
- Team Motivation



Leaders Exercise Outsight



Leaders Exercise Outsight

- Leaders look **outside themselves** and **their environments** for new ideas.
- They use “**outsight**,” which means that they are willing to look beyond their own experiences and **consider other perspectives and experiences**.
- This builds their capacity to draw on the “**insight**” of others, **explore new places**, and encourage collaborative innovative thinking.

Class Discussion

- What does it mean to use hindsight? Can you give an example?
- Think about how things get invented. What drives that?
- What do you do to come up with fresh new ideas?
- Have you ever been surprised by what someone had to contribute (e.g., a great idea or a new skill)? What does your surprise reveal?

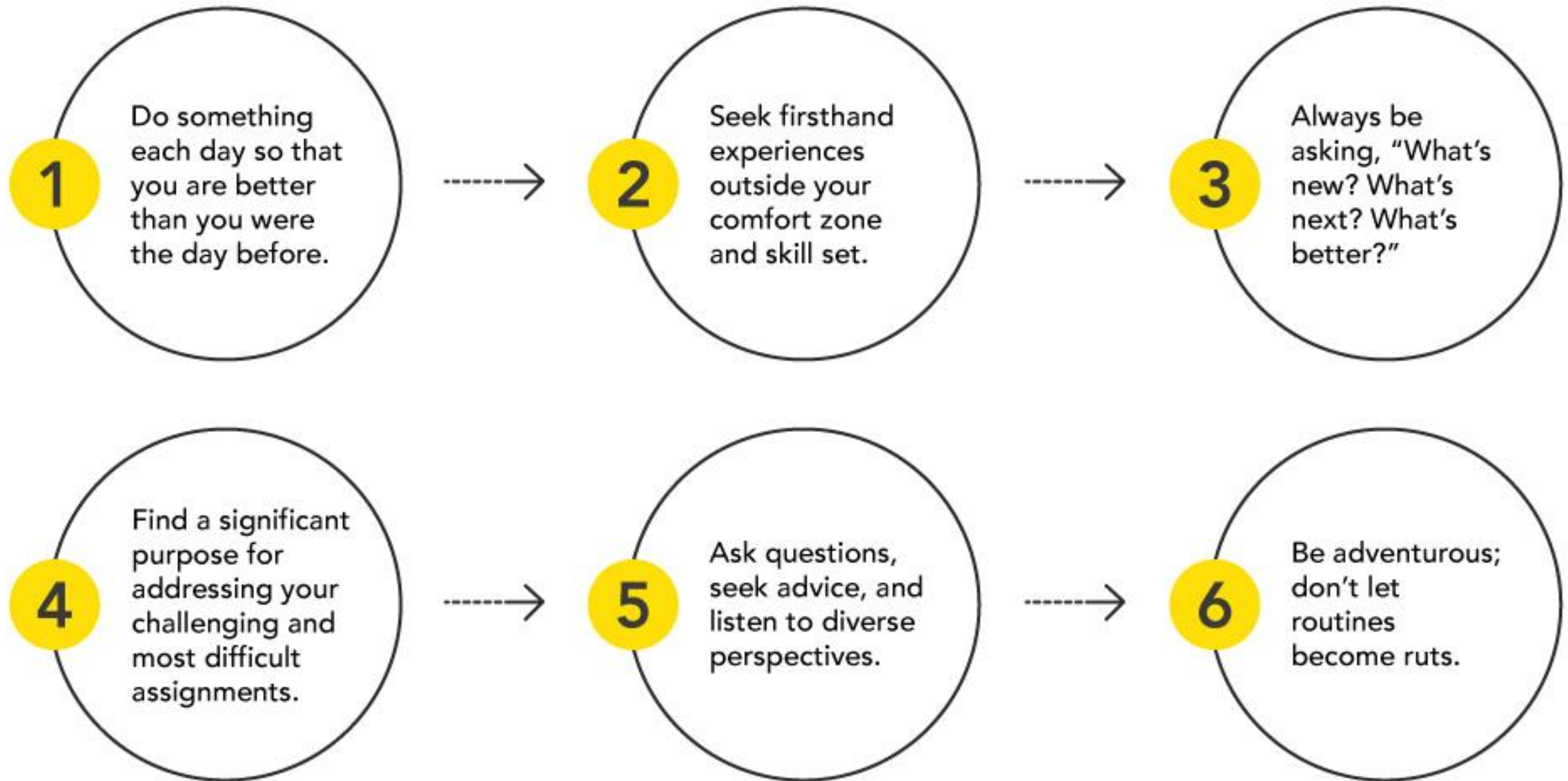
Commitment 5

2. Exercise Outsight

- **Look Outside your Experience**
 - Be out and about
 - Listening and communicating
- **Listen to and Promote Diverse Perspectives**
 - Knowledge sharing
 - Good Ideas can come from anyone
- **Treat Every Experience as an Adventure**
 - Each day is the first day
 - Keep eyes and ears open



How to Seize the Initiative and Exercise Oversight



Commitment 6

Experiment and **take risks** by constantly generating **small wins** and learning from experience.



Challenge the Process Commitments

Commitment No. 6 Experiment and Take Risks



Generate Small Wins



Learn from Experience

Experiment and Take Risks

- This commitment is about **actions** leaders take.
- As a leader, **not everything you propose or do will work out as you intended.**
- The unique perspective of effective leaders is that they consider these **experiences to be learning opportunities.**
- **A small win is a step forward;** it builds momentum and gets others on your side.
- Leaders help others see what progress has been made because of what's gone right and what can be learned from what's gone wrong.

Experiment and Take Risks

- Leaders are great learners and are willing to try out new ideas even when there is no guarantee of success because they appreciate that they will always learn something that will be helpful to them in moving forward.
- They build on each of their experiences, much the way scientists do, in discovering future possibilities.
- Doing this bit by bit helps create the motivation for others to continue to invest their time and energy into doing something that has never been done before.

Think Out loud

- We look at amazing athletes and think, “They never make a mistake!” But how much truth is there in that statement?
- Think back to a personal experience. What happened when there were moments when things didn’t go as planned?
- How has someone helped you learn from a mistake you made? What happened?
- What happens if everyone is afraid to take a chance or try something new?

Experiment and Take Risks

- Getting people to change the way they do things and **take risks** in pursuit of an extraordinary result is not easy.
- They need to **feel safe to do things differently**.
- Leaders **build “Psychological Hardiness”** and create a **safe environment** by breaking down seemingly insurmountable problems into doable tasks.
- They create the sense that the next small step is possible and within their control.

Think Out loud

- Think of a time you felt encouraged by someone who helped you realize that you were making progress toward a goal. What did this person say to you that helped? What would have happened if he or she hadn't talked to you?
- When you break things down into smaller components, so you don't feel overwhelmed, what do you do? How does that make you feel?

Experiment and Take Risks

- Leaders also create ongoing small markers of success. They accumulate “yeses” to build confidence and reinforce people’s desire to be successful. They make people want to do more, to move ahead and not back.

Think Out loud

- Think of a time when you trained to do something new or to perform at some higher level of skill. Do you remember when you hit your first success? What was it? Who helped you realize that it was an accomplishment? What did that person say?
- What happens if you're working on something that is important to you and all you hear is "No," or "Not good enough," or, "Not yet"? How does that make you feel? What can you do to address this downer?

Commitment 6: Experiment and Take Risks

1. Generate Small Wins

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- **Build Psychological Hardiness**
 - One step at a time
 - Measurable Milestone to Move forward
 - Remove fear of falling
 - **Break it Down and Accentuate Progress**
 - Break old mindsets
 - Change existing behavior
 - Remove fear of falling



Commitment 6: Experiment and Take Risks

2. Learn from Experience

- **Be an Active Learner**
 - More is more in learning
 - Their success is your inspiration
- **Create Climate for Learning**
 - Trust and feel safe around others
 - Honest with yourself and others
- **Strengthen Resilience and Grit**
 - You Can't give up
 - Ability to recover quickly



How to Challenge the Process



Create opportunities for small wins, promoting meaningful progress.



Set incremental goals and milestones.



Keep people focused on what they can control in their work and commit to in their lives.



Make it safe for people to experiment and take risks by promoting learning.



Emphasize how personal fulfillment results from constantly challenging oneself to improve.



Continuously experiment with new ideas through small bets.

Challenge the Process Activities

