



# The Leadership Challenge

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Increase Performance While Improving Lives



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“The Leadership Challenge Webinar” discussed in this presentation is the current version with effective date of 10/25/22.

The comments today are my own and not necessarily those of Vizo Financial or the Vizo Financial membership.

# Leadership Truths

- Leadership requires intentionality.
- The best leaders are the best learners.
- Leadership requires deliberate practice (for most people).
- Leadership development is an on-going process.

# Background of The Leadership Challenge

- Began in 1983 – “Tell us about a time when you were at your personal best as a leader.”
- Consists of over 7,000 individual case studies.
- Over 800 scholarly studies support the original research.
- 4.5MM respondents to the LPI 360.

# The Five Practices

- Model the Way.
- Inspire a Shared Vision.
- Challenge the Process.
- Enable Others to Act.
- Encourage the Heart.

# Model the Way

- Develop your leadership philosophy – your genuine expression of who you are as a leader.
- Be the example by aligning your actions with the credit union's values.
- Set the tone for individual and team success by ensuring people are adhering to the values and agreed upon standards.

# Model the Way Questions

- Do you define and set the standard for your team?
- Are you working like you're trying to be in the “Leadership Hall of Fame”?
- Is it ok to ask people to do something you wouldn't do?

# Inspire a Shared Vision

- Envision the future by imagining the possibilities.
- Express the vision with passion and enthusiasm.
- Explain how others' long-term interests can be achieved by enlisting in the common purpose.



# Inspire a Shared Vision Questions

- Do you connect the credit union's mission and vision to what a person does?
- Do you talk about the good work our industry does for our members and our communities?
- Do you study the trends in our industry and your field?

# Challenge the Process

- Experiment to learn and generate small wins.
- Look outside of the credit union for innovative ways to improve.
- Learning is the master skill.

# Challenge the Process Questions

- Listen to someone who irritates or frustrates you, what might you learn from their perspective?
- When was the last time you talked to another credit union professional to learn what they are doing?
- Do you routinely devote any portion of your staff meeting to discussing ways to improve processes or the way you work?

# Enable Others to Act

- Create a climate of trust.
- Develop cooperative relationships with members of your team and others in the credit union.
- Develop people's competence and confidence.

# Enable Others to Act Questions

- Do you give trust first or do your employees have to earn your trust?
- Do you defend other departments if your team is criticizing them?
- Do you build confidence in others by expanding their responsibilities?

# Encourage the Heart

- Expect the best from your team members.
- Individualize your praise and recognition.
- Celebrate those who live the values.

# Encourage the Heart Questions

- Do you ever feel taken for granted at work?
- Can you “over recognize” people?
- **What makes it difficult for you to offer praise and recognition?**

# US Army Major General John H. Stanford

“When anyone asks me that question (about leadership), I tell them I have the secret to success in life. The secret to success in life is staying in love. Staying in love gives you the fire to ignite other people, to see inside other people and to have a greater desire to get things done than other people.”



# Thank You

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