

Your leadership challenge

Your leadership challenge is a core component of the EREA Pathways to Leadership program experience. It provides the platform for you apply much of what we discuss throughout the program in a high visibility, strategic context. Here are some criteria to use when working with your principal and accompanying senior leader to select your challenge.

- Strategic implications for the school; a degree of complexity or sensitivity
- Challenges status quo
- Multiple stakeholders involved and impacted
- Ideally starts and completes over the 6 – 8 months (or at least a critical phase can be delivered in that time)
- Participants have leadership role in the initiative
- Can be co-lead with another participant (if sending multiple pairs)

Ideally you will have selected your challenge before our first workshop in late April. We have prepared this form to help you elevate your thinking as you start to develop your proposal. This framework is based on Kouzes and Posner's [5 practices of exemplary leadership](#), which we will discuss in our first workshop.

Please complete as much of this as possible and email it to mel@yoandco.com.au by Wednesday 27 April. The more you share, the more feedback and support we can provide.

Overview

Please provide a brief overview of your challenge/ project.

Shared vision

What's the shared vision you'll be evoking to motivate others to act? This should be the impact of your project, not a deliverable or process.

What are the objectives you'll pursue to achieve that impact?

Scope the problem you're fixing below with reference to available data or evidence.

Challenge the process

Change happens when we disrupt the status quo. You've all been given a mandate to lead a significant project and that has to mean doing things differently. What processes will you be challenging? This could be the process taken to develop the initiative and/or new processes being developed as part of the initiative.

How will what you deliver be different than before?

Enable others to act

Big problems get solved by teams, not individuals. Who are the key stakeholders? How are they important to the project's success? What do they currently think about the topic / project? How do they need to be engaged? Think of this in terms of users of the end initiative and people who need to support the development of the project itself.

Encourage the heart

How will you celebrate the project's success? This won't just be for the project team but will also be for everyone who participates in the project's success.

Model the way

Throughout this process, how do you need to think and act so you're modelling the way for others to follow? What needs to change so that you do model the way?

Other considerations

What are the risks involved in completing this challenge/ project? How can applying the 5 practices of exemplary leadership help you manage them?

5 Practices of Exemplary Leadership by Kouzes and Posner



	Key behaviours	Detail
Model the way	Set the example by behaving in ways that reflect the shared values. Achieve small wins that build confidence, commitment and consistent progress.	The leader sets an example. Define the shared behavioural standards and then exemplify them. Kouzes and Posner also believe it is essential to achieve some small wins to build momentum.
Inspire a shared vision	Envision an uplifting, exciting, meaningful future. Enlist others in a common vision by appealing to their values, interests, hopes and dreams.	Leaders should begin work on their vision before enlisting others to refine it and make it theirs. Emphasis on visualisation and the use of powerful evocative language to capture the vision to inspire others.
Challenge the process	Search out challenging opportunities to change, grow, innovate and improve. Experiment, take risks and learn from any mistakes.	The leader is an agent for change - questioning, challenging and seeking new ideas. Taking risks, experimenting, learning from and allowing for mistakes. Importantly, encouraging new ideas to flourish.
Enable others to act	Foster collaboration by promoting cooperative goals and building trust. Strengthen people's ability by delegating power, developing their competence and offering visible support.	Building a spirit of trust and collaboration. Encouraging people to share information. Kouzes and Posner believe that leaders must disclose what they believe and care about and, when necessary, show some vulnerability. This also entails delegating power, believing in others, and investing in followers' training and education.
Encourage the heart	Recognise individual contributions to the success of the project. Celebrate team accomplishments regularly.	Praise and celebration.