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EAD 801
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THEORY #3: The Leadership Challenge Model

Theory Overview:
Leaders mobilize others to meet shared aspirations; Leadership is learnable and is a set of skills available to anyone. It forms relationships between aspiring leaders and those who choose to be followers (followers must believe in their leaders); Leadership practice models the way, inspires a shared vision, challenges the process, enables others to act and encourages the heart.

Example:
A teacher conducts a survey assessing student satisfaction with class instruction. After receiving feedback from students and identifying learning gaps, the teacher communicates areas of improvement and discusses a plan of action to tailor instruction to fit students' needs. As a result, individual students feel heard and valued and become more receptive to learning. They also build rapport and gain confidence in their teacher.

Informational Graphic:
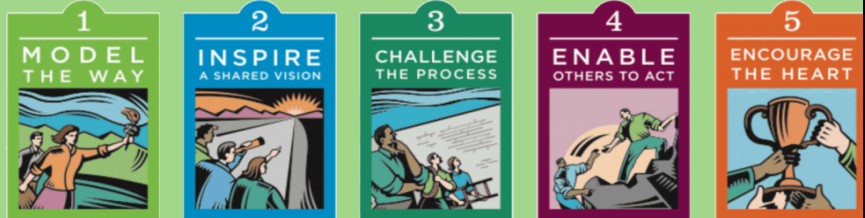
1.) **Model the way**
   a. Clarify values by finding your voice and affirming shared values
   b. Set the example by aligning actions with values
2.) **Inspire a Shared Vision**
   a. Envision the future by imagining exciting and ennobling possibilities
   b. Enlist others in a common vision by appealing to shared aspirations
3.) **Challenge the process**
   a. Search for opportunities by seizing the initiative and looking outward for innovative ways to improve
   b. Experiment and take risks by constantly generating small wins and learning from experience
4.) **Enable Others to Act**
   a. Foster collaboration by building trust and facilitating relationships
   b. Strengthen others by increasing self-determination and developing competence
5.) **Encourage the Heart**
   a. Recognize contributions by showing appreciation for individual excellence
   b. Celebrate values and victories by creating a spirit of the community

Key Concepts:
- **Strengths -** The five practices emerge as universal leadership capacities and can be applied internationally; leads to increased follower motivation, performance, improved organizational commitment, and goal achievement; offers a powerful heuristic and is supported by empirical research; leadership as a "learnable" skillset.
- **Weaknesses** - Although the five capacities are universal, they do not clearly identify how they are interrelated nor do they account for individual differences such as technical expertise, race, gender, organizational position, or cultural background; other factors in the environment must be taken into account before determining the contribution of the five practices to leadership outcomes; may seem too "absolute" (must consider social location); associates some groups as leaders while referring to others as followers (leader-centered).

Key Terms:
- **Leadership Practice Inventory** - leader self-assessment; draws attention to individual strengths and ideas for improvement as a leader.
- **Universality** - being shared by all people or all things; can be applied to all situations.
- **Social Location** - a combination of factors including gender, race, social class, age, ability, religion, sexual orientation, and geographic location.
- **Leader-Centered -** rely on specific directions and strict deadlines for success.

Reading Reflection: In reading about this model, I was particularly inspired by the concept that followers must believe in their leaders. To me, this means that leaders must be mindful of their position and develop relationships with the people they overlook. Only when there are shared values and trust, can leaders and followers collaborate for a common cause.