

# AGLP Leadership Development Curriculum

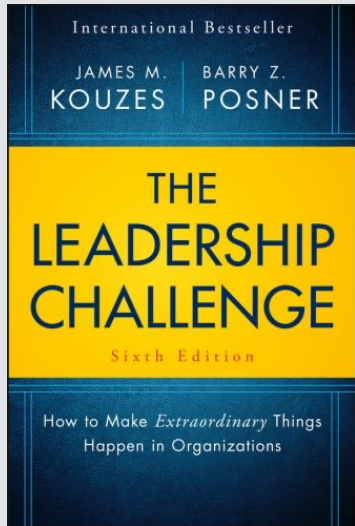
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Leadership Practices: Challenge the Process (with Purpose)

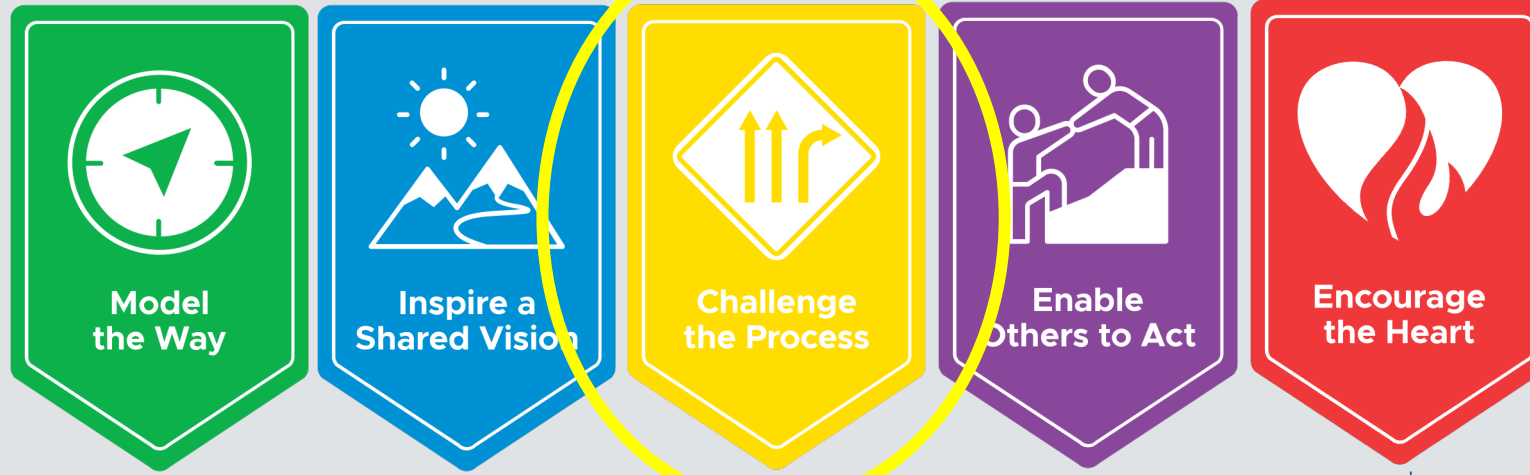
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# AGLP Leadership Development Framework



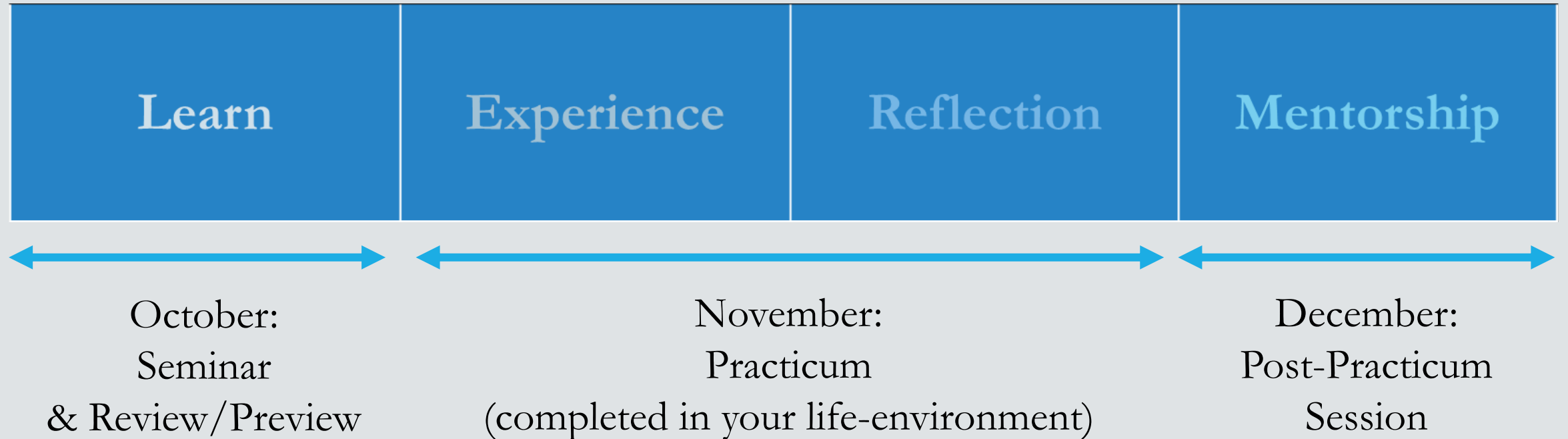
## The Five Practices of Exemplary Leadership® Model\* (Kouzes & Posner)



[\\*www.leadershipchallenge.com](http://www.leadershipchallenge.com)

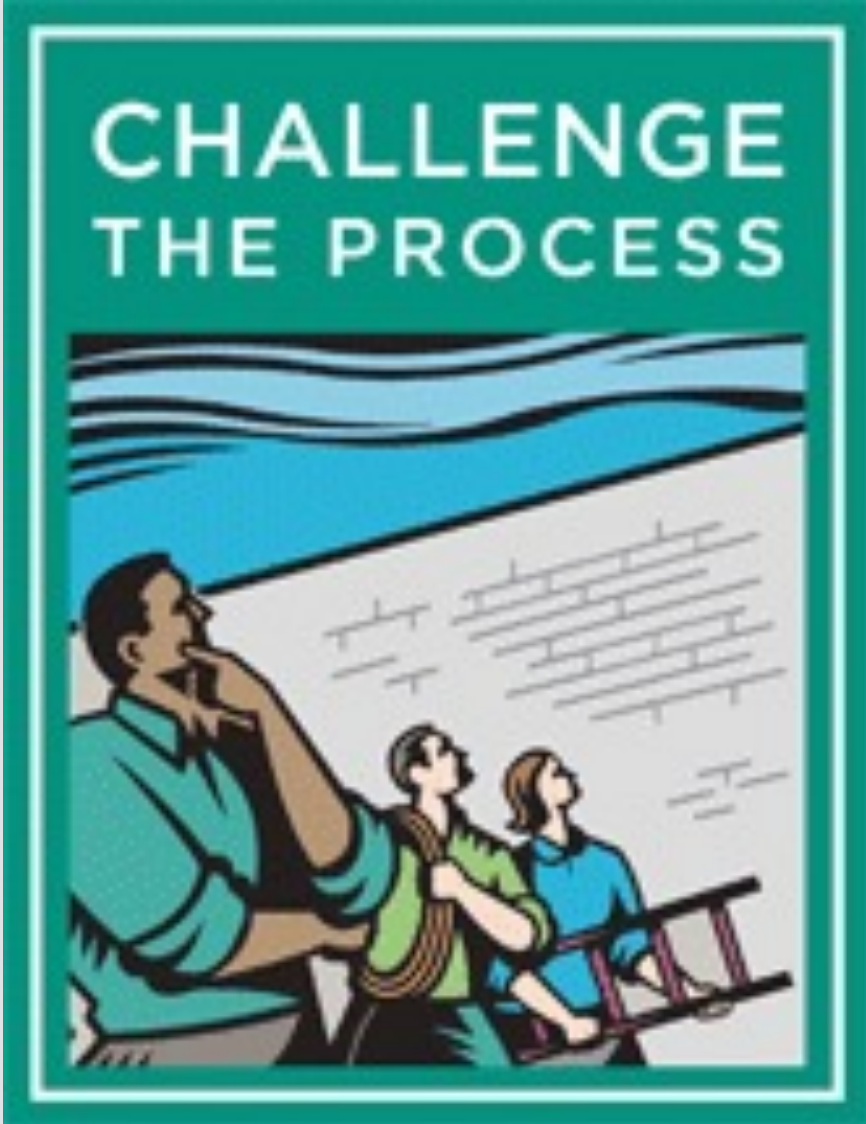
# AGLP Leadership Development Sequence

Leadership Practices: Challenge the Process



*“Like any skill, challenging the process takes consistent self-reflection, commitment, & practice, but the small changes will add up to bigger wins. By challenging the process & creating a new way of working, you can inspire the exemplary leader in everyone.”*

# Inspire a Shared Vision: Outline



- Search for opportunities
  - seize the initiative
  - look outward for innovative ways to improve
- Experiment & take risks
  - generate small wins
  - learn from experience
- Take Action

# Challenge the Process

[Challenge the Process Overview Video](#)

Student Leadership Challenge

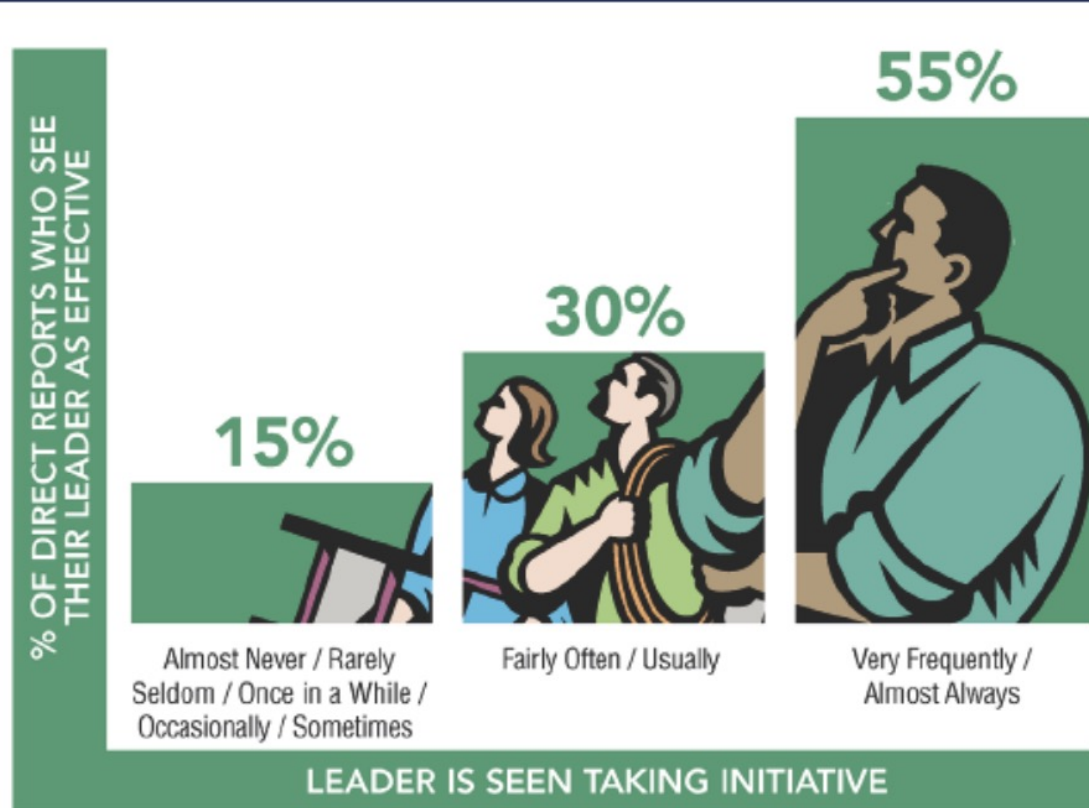
**ESSENTIALS**

**NEW PROFESSIONALS**



# Search for Opportunities

Figure 7.1 Leaders Are Seen by Direct Reports as More Effective When They Take Initiative

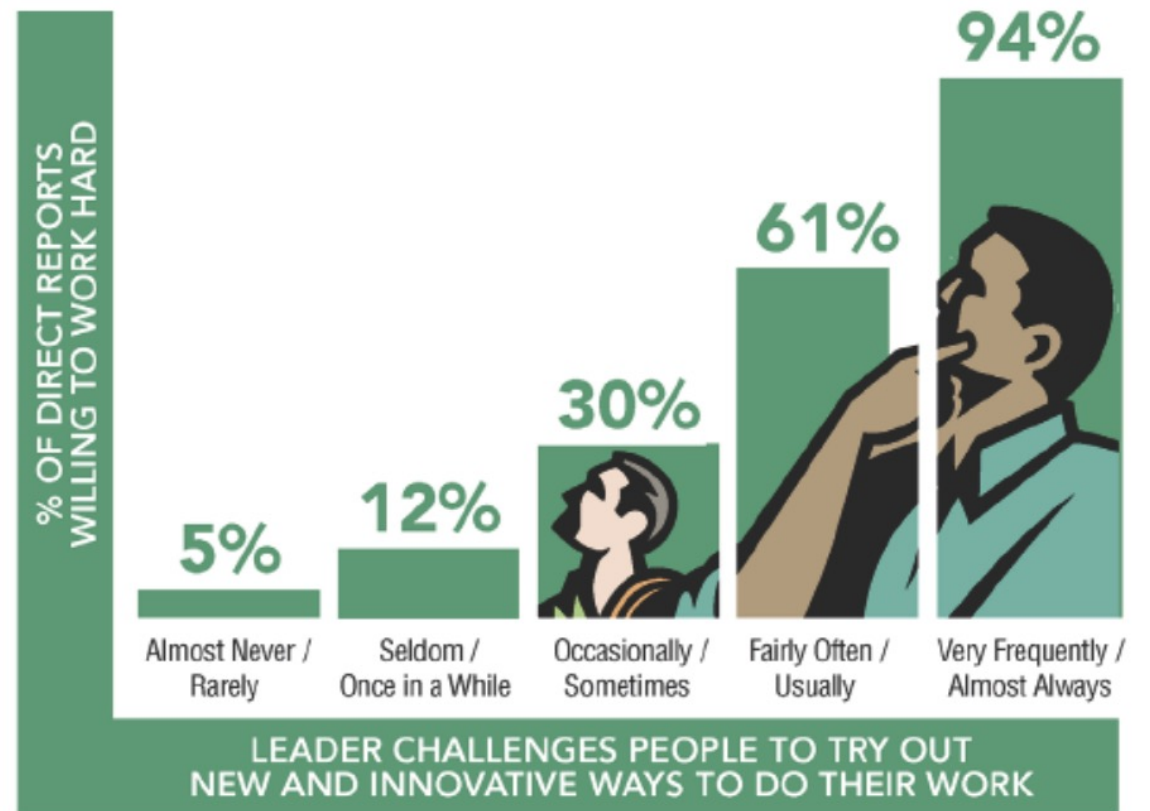


- Seize the initiative
  - meet “challenges with change”
  - effectiveness aligns w/initiative (fig. 7.1)
  - leaders can’t go through the motions of their job: “To do your best as a leader, you must seize the initiative to change the way things are.”

# Search for Opportunities

- **Make things happen:** “leaders don’t wait for permission... They make something happen when they notice what is not working”
- **Encourage initiative in others:** everyone can drive innovation & improvements
- **Challenge with purpose:** “you can never pay people enough to care” – “leaders tap into people’s hearts & minds, not merely their hands & wallets.”

Figure 7.2 Challenging Direct Reports to Try Out New and Innovative Ways to Do Their Work Increases Their “Willingness to Work Hard”





# Exercise Outsight

- **Outsight:** sibling to insight – the awareness & openness of outside forces
- **Look outside of your experience:** brain studies show “to see things differently & creatively you need to bombard your brain with stuff it has never encountered”



# Exercise Outsight



- **Listen to & promote diverse perspectives:** “knowing that ideas can come from everybody allows a leader to never miss an opportunity for innovation”
- **Treat your job as an adventure:** treat every day as your first day at work – always explore your work environment



# Left brain

I am the left brain.  
I am a scientist. A mathematician.  
I love the familiar. I categorize. I am accurate. Linear.  
Analytical. Strategic. I am practical.  
Always in control. A master of words and language.  
Realistic. I calculate equations and play with numbers.  
I am order. I am logic.  
I know exactly who I am.

# Right brain

I am the right brain.  
I am creativity. A free spirit. I am passion.  
Yearning. Sensuality. I am the sound of roaring laughter.  
I am taste. The feeling of sand beneath bare feet.  
I am movement. Vivid colors.  
I am the urge to paint on an empty canvas.  
I am boundless imagination. Art. Poetry. I sense. I feel.  
I am everything I wanted to be.



Mercedes-Benz  
The best or nothing.



# Outsight Suggestion

Defer judgment  
when generating ideas:

## Left brain

I am the left brain.  
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I love the familiar. I categorize. I am accurate. Linear.  
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Realistic. I calculate equations and play with numbers.  
I am order. I am logic.  
I know exactly who I am.

Keep left (analytical) side  
of the brain in check

Let the right (artistic) side  
of the brain be free

## Right brain

I am the right brain.  
I am creativity. A free spirit. I am passion.  
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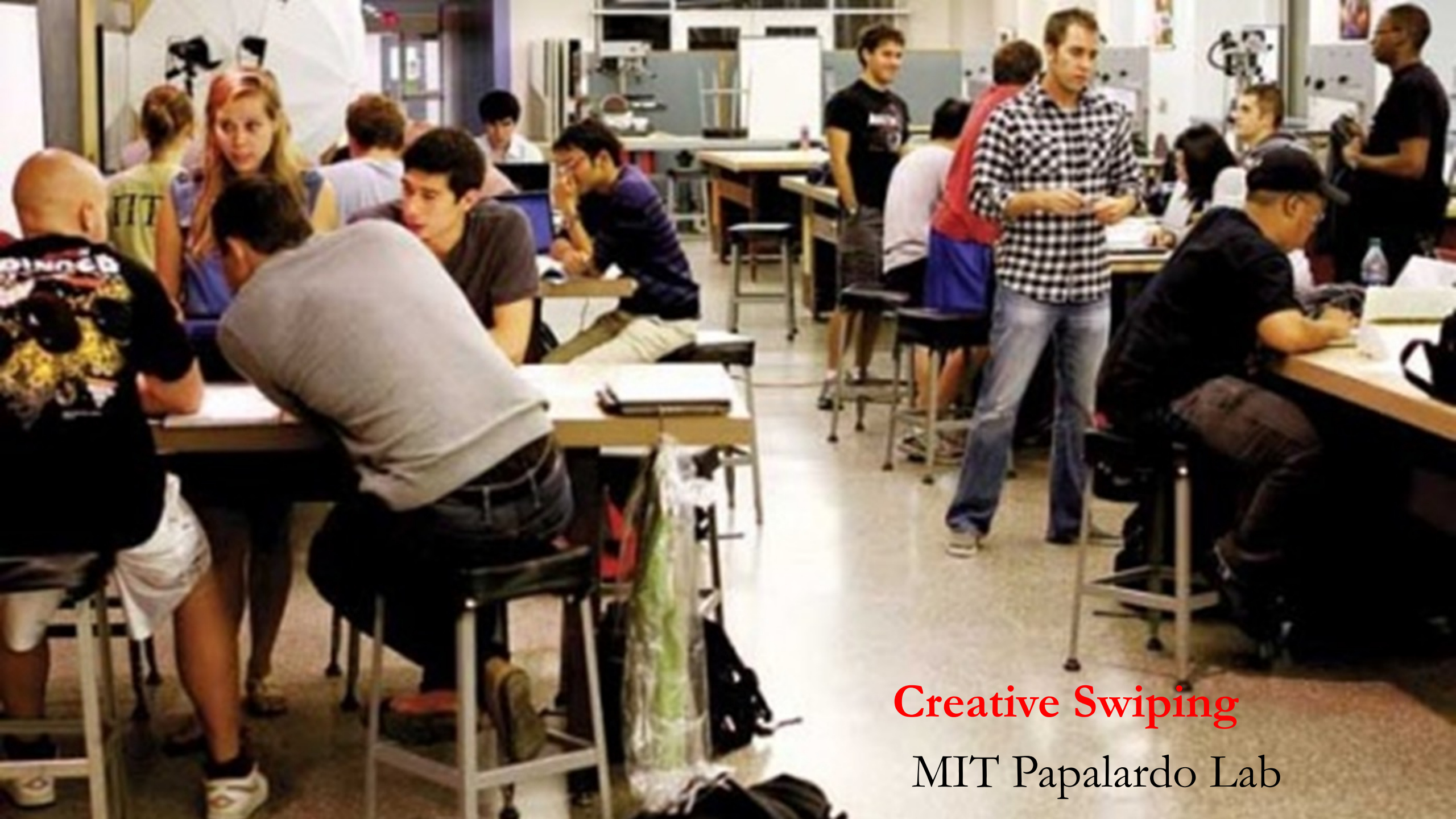
# Exercise Outsight

## Creative Swiping\*

- “good artists copy but great artists steal” – Pablo Picasso
- mimicking and adapting something that works

\*T. Peters (1987) *Thriving on Chaos*





**Creative Swiping**

MIT Papalardo Lab



# Creative Swiping

## Stanford d-school





# Creative Swiping

Northwestern Siegel Center





# Creative Swiping





# Creative Swiping





# Creative Swiping



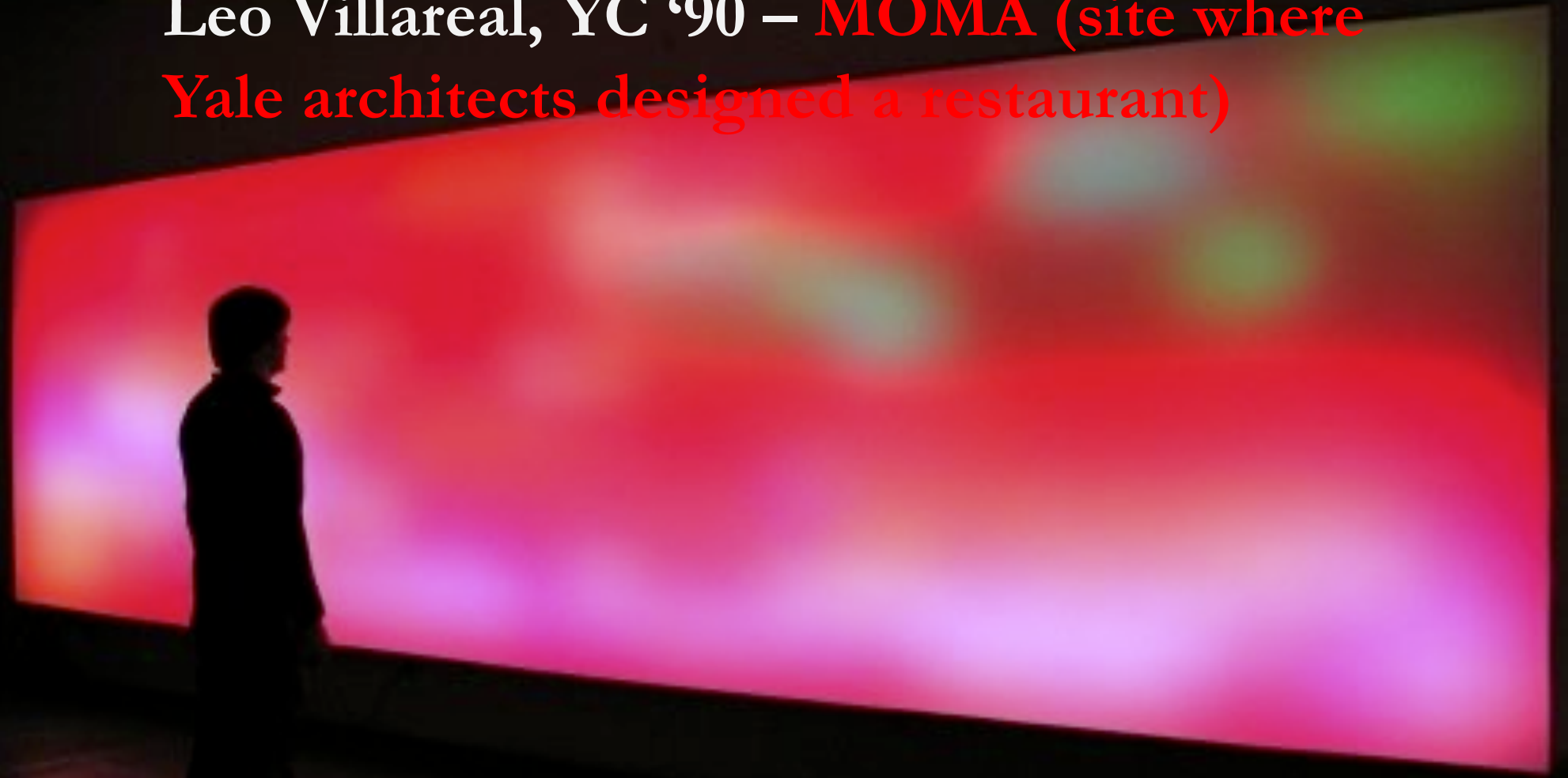




Creative Swiping

Leo Villareal, YC '90 – MOMA (site where  
Yale architects designed a restaurant)

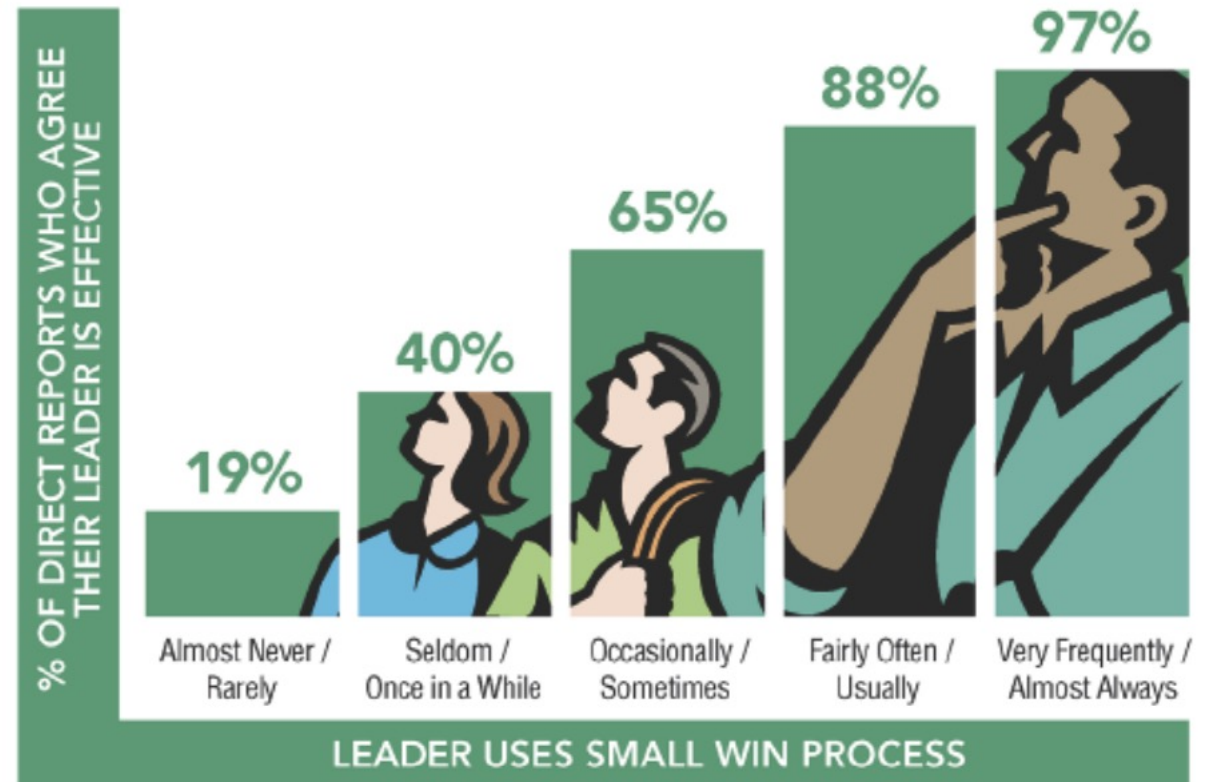
Creative Swiping



# Experiment & Take Risks

- **Generate small wins**
  - “Never test the depth of the water with both feet.”
  - “Leaders should dream big but start small.”
  - “Small, incremental, & consistent steps forward have a significant impact on people’s motivation.”
- Pilot before you pile it (Josh Weston, Former CEO, ADP)

Figure 8.1 Using Small Wins Increases Leader Effectiveness Ratings





NEW YORK TIMES  
BESTSELLER

ANGELA  
DUCKWORTH

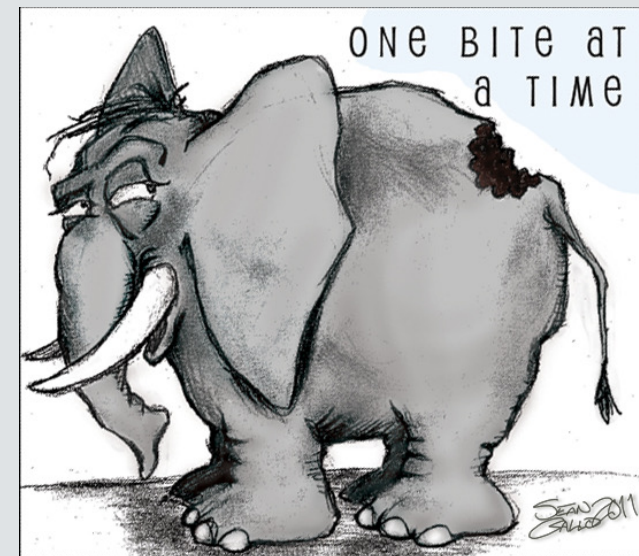
# GRIT

THE POWER of PASSION  
and PERSEVERANCE

"Psychologists have spent  
decades searching for the secret  
of success, but Duckworth  
is the one who found it."  
—DANIEL GILBERT, author of  
*Stumbling on Happiness*

## Experiment & Take Risks

- Build physiological hardiness
  - to have "grit" you need commitment & control in the face of challenge
- Break problems apart & accentuate progress
  - "big things are done by doing lots of little things"
  - human tendency focuses on the negative – leaders concentrate on progress





# Experiment & Take Risks

Figure 8.2 Asking "What Can We Learn?" Increases Leader Effectiveness Ratings



- **Learn from experience:** adversity introduces us to ourselves
- **Be an active learner**
- **Create a climate for learning:** offer systematic opportunities to learn; provide time for working on projects outside of formal responsibilities; view “mistakes” as a chance to learn
- **Promote learning:** reduces the risks of experimenting w/new ideas

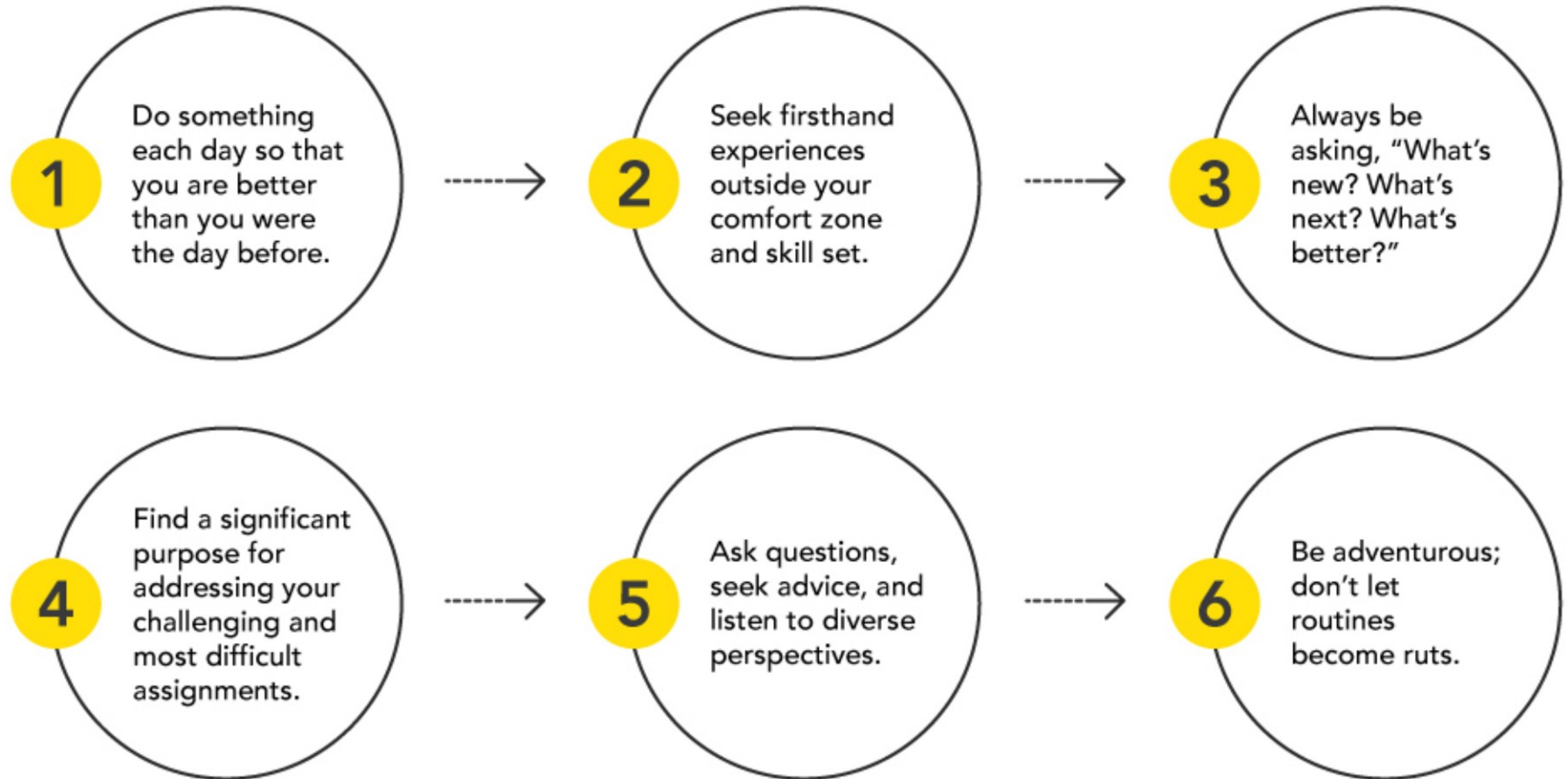
# Take Action



## From Inspiration to Innovation: How to Challenge the Process

[Kouzes & Posner: The Leadership Challenge – Challenge the Process](#)

# How to Seize the Initiative and Exercise Oversight



# Take Action

## How to Inspire Innovation



Connect with people at  
all levels in your  
organization



Learn about different  
industries



Pursue conversations with  
people from different  
backgrounds

# How to Challenge the Process



Like any skill, challenging the process takes consistent self-reflection, commitment, and practice but the small changes will add up to bigger wins. By challenging the process and creating a new way of working, you can inspire the exemplary leader in everyone.



# Case Study

## New MS Program in SEAS/YSM

- Search for opportunities
  - seize the initiative
  - look outward for innovative ways to improve
- Experiment & take risks
  - generate small wins
  - learn from experience

Yale University MS  
in Personalized Medicine  
+ Applied Engineering



**ENROLL IN OUR  
JOINT MASTERS  
DEGREE PROGRAM!**

*Become a Leader in Finding Solutions  
for Patients in Personalized Medicine!*

**APPLY NOW!**

[seas.yale.edu/pmae](https://seas.yale.edu/pmae)

The advertisement features a 3D medical illustration of a human hip joint. A femur (thigh bone) is shown in white, with two screws (one purple, one green) inserted into it. The acetabulum (hip socket) is shown in a translucent blue, with a yellow and orange heat map overlay indicating areas of stress or wear. The background is a dark blue gradient with faint, repeating text 'Adobe Stock'.









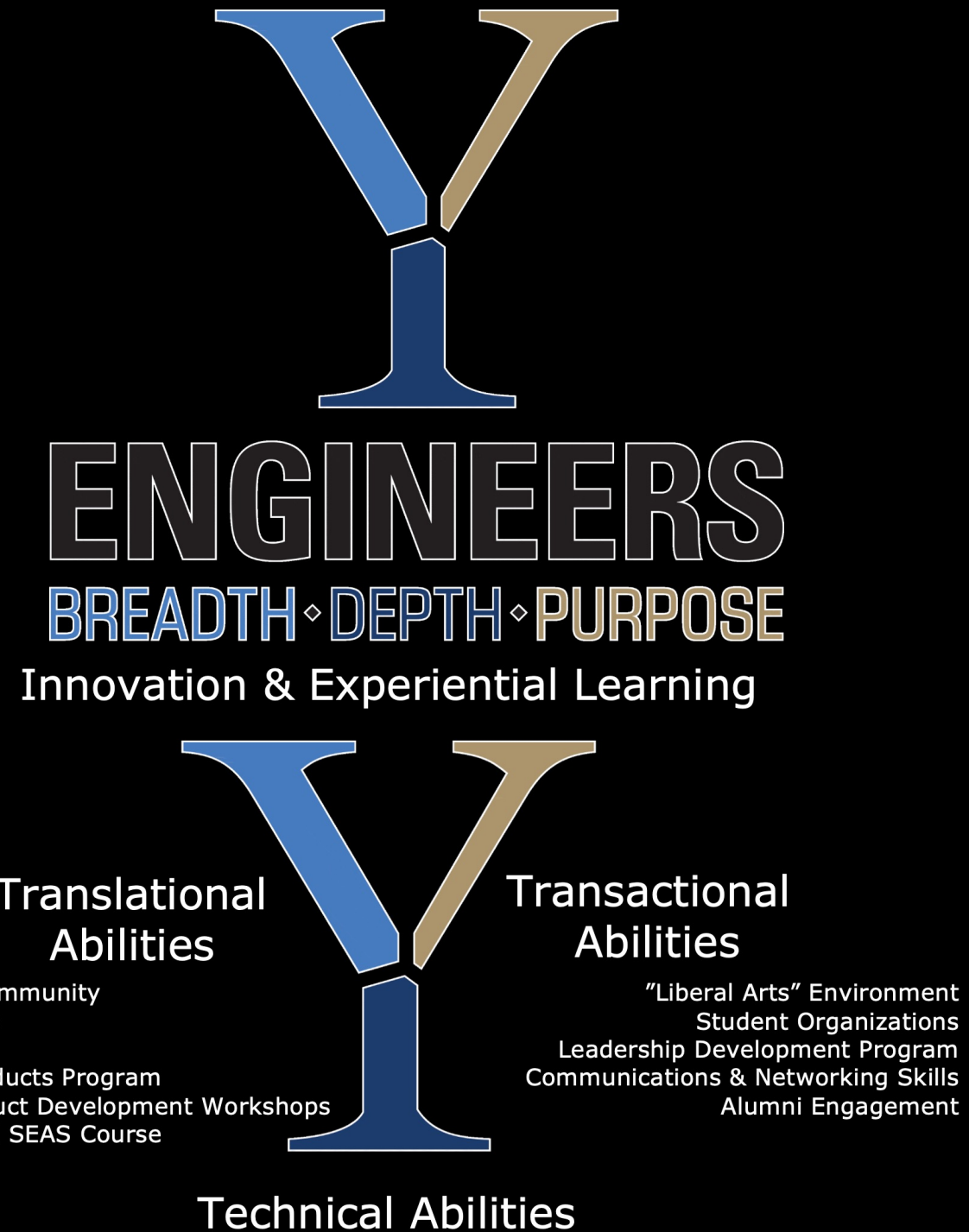
- Search for opportunities
  - seize the initiative
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# Case Study

## Articulating the SEAS Value Proposition (student perspective)

- Search for opportunities
  - seize the initiative
  - look outward for innovative ways to improve
- Experiment & take risks
  - generate small wins
  - learn from experience



# CHALLENGE THE PROCESS



Between the Lines:  
an interview with  
Jim Kouzes





# Take Action

*To inspire Challenge the Process, you must:*

*Create opportunities for small wins*

*Break big projects into small tasks,  
w/ milestones*

*Keep team focused on items they can control*

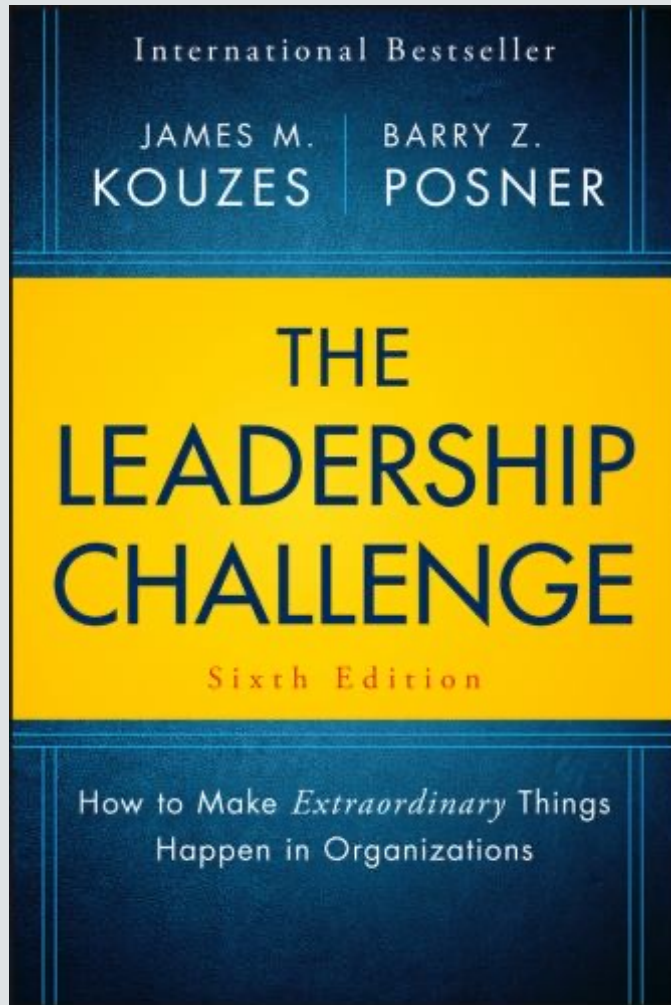
*Make it safe to experiment*

*Show how personal fulfillment &  
improvement are synonymous*

*Continuously experiment w/ new ideas  
through small bets*

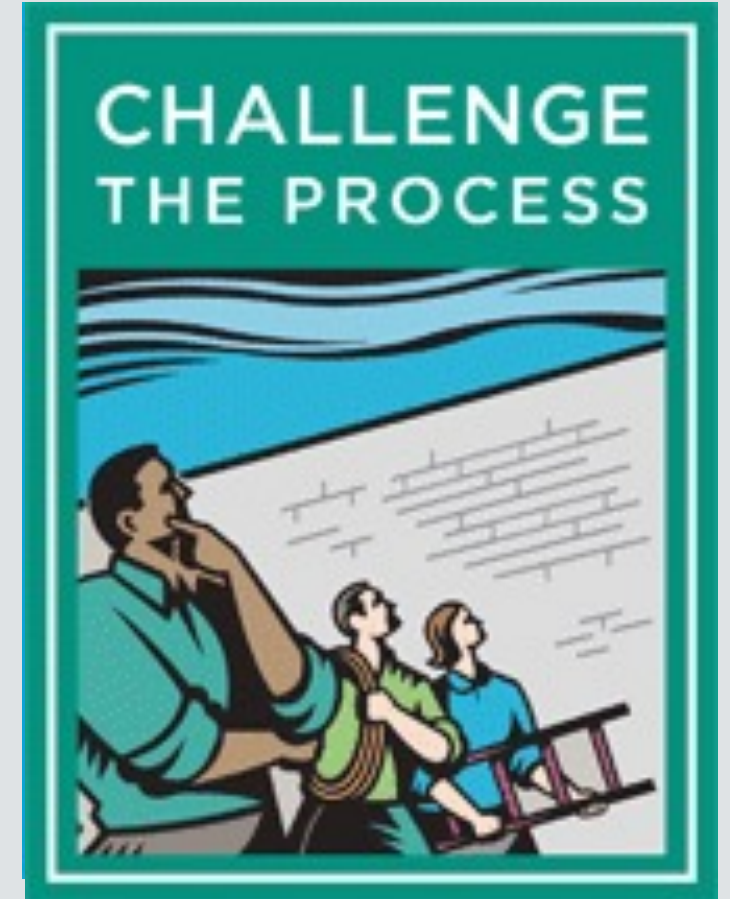


# Leadership Practice #3: Challenge the Process



## Leadership Commitments:

1. Search for opportunities by seizing the initiative and looking outward for innovative ways to improve
2. Experiment and take risks by consistently generating small wins and learning from experience



[www.leadershipchallenge.com](http://www.leadershipchallenge.com)

# AGLP Leadership Development Curriculum

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## Challenge the Process Questions

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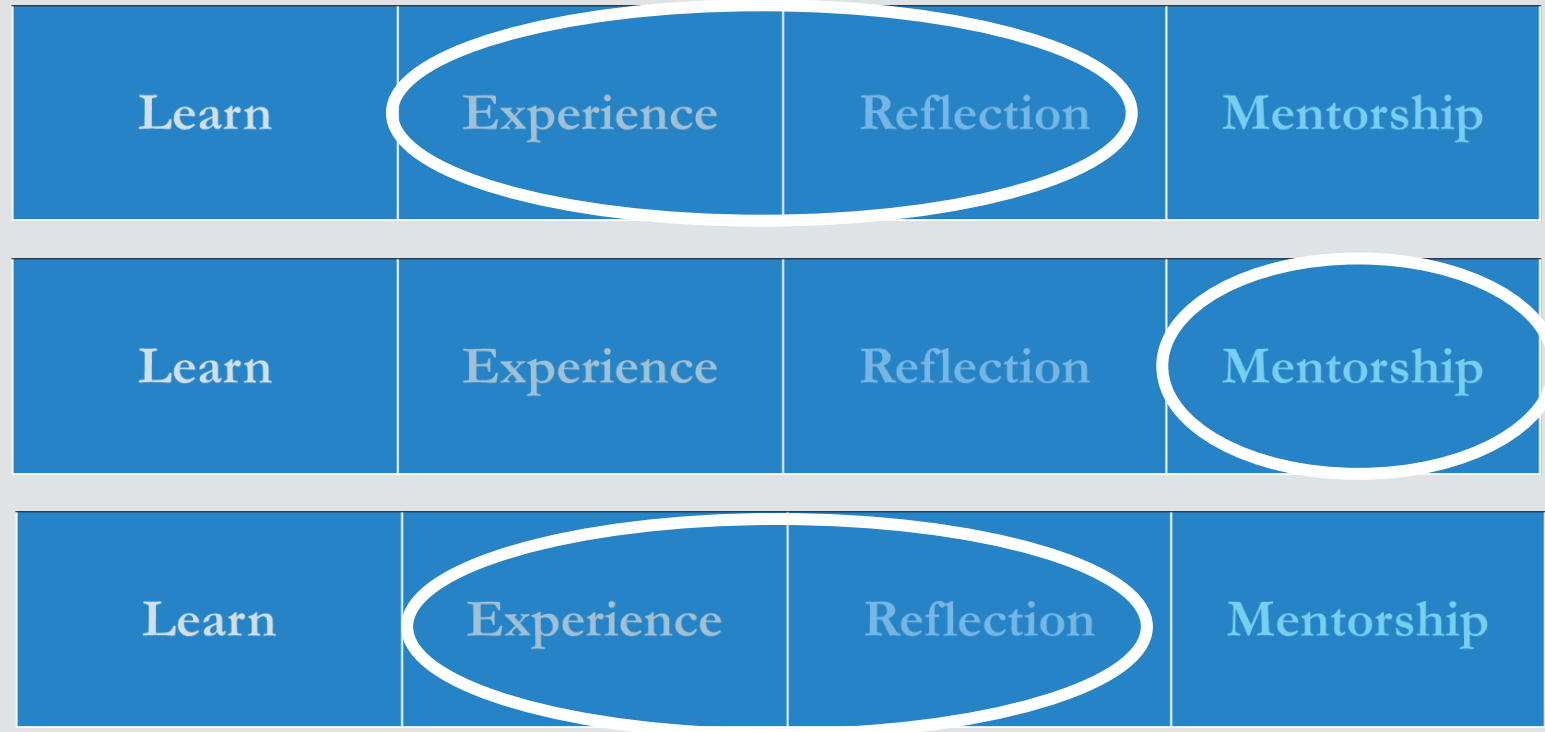


# Inspire a Shared Vision References

- “Challenge the Process” – chapters 7 & 8 of J. Kouzes & B. Posner’s *The Leadership Challenge* ([available as a pdf download or as an on-line read via the Yale Library System on this link](#)) – also available in hard copy, compliments of the AGLP
- “Creativity and the Role of the Leader” – T.M. Amabile & M. Khair, *Harvard Business Review*, October 2008 ([available on-line](#))
- “Challenge the Process by Rethinking Your Habits” – B. Mugavin, *Flash Point Leadership Consulting (online)*, July 2020 ([available on-line, including an interesting "innovators" video](#))

# Next Steps

- EL & R: Inspire a Shared Vision – all OCT
- Mentorship: Model the Way – OCT 5
- EL & R Session: Challenge the Process – OCT 24





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## Challenge the Process

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10/3/2022