

# THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP

The Five Practices of Exemplary Leadership® and the LPI resulted from an intensive research project to determine the leadership behaviors that are essential to making extraordinary things happen in organizations. That research is what gives credibility to the items on the LPI and the data on the LPI Feedback Report.

Our research clearly indicates that if you do more of the behaviors related to The Five Practices as measured by the LPI, you will get better results in your work, your relationships, and your life. To conduct the research, we collected thousands of “Personal Best” stories—the experiences people recalled when asked to think of a peak leadership experience. Despite differences in individual stories, the Personal-Best Leadership Experiences revealed similar patterns of behavior. The study found that when leaders are at their personal best, they do the following:



## MODEL THE WAY

Leaders clarify values by finding their voice and affirming shared values, and they set the example by aligning their actions with the shared values.



## INSPIRE A SHARED VISION

Leaders envision the future by imagining exciting and ennobling possibilities, and they enlist others in a common vision by appealing to shared aspirations.





### CHALLENGE THE PROCESS

Leaders search for opportunities by seizing the initiative and looking outward for innovative ways to improve, and they experiment and take risks by constantly generating small wins and learning from experience.



### ENABLE OTHERS TO ACT

Leaders foster collaboration by building trust and facilitating relationships, and they strengthen others by increasing self-determination and developing competence.



### ENCOURAGE THE HEART

Leaders recognize contributions by showing appreciation for individual excellence, and they celebrate values and victories by creating a spirit of community.

Each of The Five Practices of Exemplary Leadership® corresponds with six behaviors from the thirty-item *Leadership Practices inventory* (LPI). Across continents, The Five Practices have survived the test of time. Although the context may have changed since we began our work more than thirty years ago, the content has remained constant. The fundamental behaviors, actions, and practices of leaders have remained essentially the same since we first began researching and writing about leadership. Much has changed in the world, but there's a whole lot more that's stayed the same. The Planner is designed to facilitate your exploration of the timeless fundamentals that you must master in order to excel as a leader.

For more detailed information about our research, please visit [www.leadershipchallenge.com/go/research](http://www.leadershipchallenge.com/go/research).