

**CERTIFIED PUBLIC MANAGER PROGRAM  
FLORIDA CENTER FOR PUBLIC MANAGEMENT  
THE FLORIDA STATE UNIVERSITY**

**LEVEL 1 ASSIGNMENT (ALT #1)  
“The Leadership Challenge”  
GUIDELINES**

Kouzes, James M. and Barry Z. Posner. *The Leadership Challenge*. 2nd ed. San Francisco: Jossey-Bass, 1995.

**January, 2006**

## BACKGROUND

This book focuses on Leadership, Interpersonal Relations, and Motivation. In this reading application, you are asked to describe your organization's current efforts to spur excellent performance.

In answering the questions you must provide specific examples from your organization and give specific citations from the book to back up or illustrate your points.

## PROCEDURES

1. Read the book.
- 2. Choose any three (3) of the seven questions below and answer them. To repeat: choose three of the seven questions; those are the only ones you have to answer.**
3. Type your application in a double-spaced format and include a title page with your name, social security number, date of submission, address to which results should be mailed, and your work phone number.
4. There is no minimum or maximum length for the application, but you must show that you understand and can apply the material in the book to your own organization.
- 5. Upon completion, please email your response to: [CPM@admin.fsu.edu](mailto:CPM@admin.fsu.edu)**

If you do not have email, you should mail a hard copy to:

Gayle Blankenship, CPM Registrar  
The Florida State University  
Florida Center for Public Management  
2035 East Paul Diarc Drive, 102 Herb Morgan Building  
Tallahassee, FL 32306-2821

If you have questions about this assignment, you should call or email one of your CPM instructors. Or you may call the F-PM office for assistance at: 850-644-6460, or SC 284-6460. You can reach Gayle Blankenship directly at 850-644-0161.

When we receive your assignment and log it into our database, you should receive an email telling you that the assignment is "Being Graded." When an instructor has graded the assignment, you should receive an automated email showing the results. If your submission passes, the email will indicate that the assignment is "Completed." If your submission does not pass, the email will indicate that you must "Resubmit" the assignment. You will be told what you need to do to make the assignment acceptable. Your work will be graded within 60 days, at the latest, although CPM instructors typically grade assignments sooner than that.

## I. WHEN LEADERS ARE AT THEIR BEST

Drawing on Part 1 (Chapter 2) of The Leadership Challenge, describe how their research compares to your work experience. In particular, explain which aspects of their research do you agree with? Disagree with? Be sure to include specific examples from your experiences and specific citations from the book.

## II. CHALLENGING THE PROCESS

Drawing on Part 2 (Chapters 3, and 4) of The Leadership Challenge, describe some personal experiences from your past when you have attempted to implement the principles addressed in these chapters. Be sure to include specific examples from your past and specific citations from the book.

## III. INSPIRING A SHARED VISION

Drawing on Part 3 (Chapters 5, and 6) of The Leadership Challenge, describe how the principles addressed in these chapters could be useful in your organization. Be sure to include specific examples from your organization and specific citations from the book.

## IV. ENABLING OTHERS TO ACT

Drawing on Part 4 (Chapters 7, and 8) of The Leadership Challenge, describe some personal experiences from your organization where a leader has tried to implement the principles addressed in these chapters. Describe the results (where they successful or not?) Be sure to include specific examples from your organization and specific citations from the book.

## V. MODELING THE WAY

Drawing on Part 5 (Chapters 9, and 10) of The Leadership Challenge, describe several leaders you have known who have implemented the principles addressed in these chapters. Outline how they achieved success with these principles.

## VI. ENCOURAGING THE HEART

Drawing on Part 6 of the book (Chapters 11 and 12), describe your individual and your organization's current efforts to implement the principles addressed in these chapters. Be sure to include specific examples from your organization and specific citations from the book.

## VII. BEGINNING THE JOURNEY

Drawing on Part 7 of the book (Chapter 13) on the five practices and ten commitments, what could you do individually and what could your organization do to fully implement the Leadership Challenge. Use specific examples from your organization and specific citations from these chapters to back up your points.