

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

LEVEL 1 ASSIGNMENT (ALT #1)

***“The Leadership Challenge”*
James Kouzes & Barry Posner**

Note: These guidelines are for an alternate book for Level 1, *The Leadership Challenge*, which some agencies use. Most agencies use *Encouraging the Heart*, also by Kouzes and Posner. Be sure you use the correct guidelines for the correct book.

November, 2014

Important Note: There are five different editions of this book. These guidelines were written for the 5th edition, and the section headings and chapter titles correspond to that edition. If you are reading an earlier edition, it may have different section and chapter titles. But the names of the 5 Practices will be the same.

Remember: You only need to answer questions for 3 of the 7 sections!

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.**
3. Type your application in a double-spaced format and include a title page with your name, email address, date of submission, 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, submit this assignment through our website: www.fcpm.fsu.edu.**

Click on the "Submit Assignments" tab, which will bring up a log-on screen. Enter your email address and password (the last four digits of your Social Security number), then click "Next Step." This will take you to your Transcript. Click on "Submit Assignment" for the particular assignment or exam. If you are uploading a Group Assignment, enter the names and email addresses of group members in the drop down menu. Click "Browse" and locate the file on your hard drive (usually in "My Documents"), then click "Open." Once the file is listed in the menu, click "Submit File."

Your submission will be automatically entered into the database. It will show on your transcript as "Being Graded." You will also receive an automated email notifying you that it has been added to your transcript.

Once your assignment is graded, and if it passes, your transcript will indicate that the assignment

is “Completed.” If your submission does not pass, you will receive an email telling you to resubmit, and explaining what you need to do to pass. Your work will be graded within 60 days, although CPM instructors typically grade assignments sooner than that.

If you encounter problems submitting your homework, please contact Dan Vicker, the CPM Student Liaison, at dvicker@admin.fsu.edu or the CPM office at CPM@admin.fsu.edu . You can phone our main number at 850-644-6460.

Submissions will not be returned, so you should keep a copy for future reference. Your work is considered confidential and the CPM Program will not share or discuss it with anyone, other than you.

Remember: You only need to answer questions for 3 of the 7 sections!

I. WHEN LEADERS ARE AT THEIR BEST

Drawing on Chapter 1 of The Leadership Challenge, describe how their research on the “Characteristics of Admired Leaders” compares to your work experience. In particular, explain which characteristics you value most, and why. Also, describe specific examples of managers/leaders who have practiced these characteristics (or negative examples of leaders who have not). Be sure to include specific examples from your experiences and specific citations from the book.

II. MODELE THE WAY

Drawing on Chapters 2 and 3 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.

III. INSPIRE A SHARED VISION

Drawing on Chapters 4 and 5 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.

III. CHALLENGE THE PROCESS

Drawing on Chapters 6 and 7 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.

IV. ENABLE OTHERS TO ACT

Drawing on Chapters 8 and 9 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. ENCOURAGE THE HEART

Drawing on Chapters 10 and 11, 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.