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.

February, 2022
**Important Note:** There are six different editions of this book. These guidelines were written for the 6th edition, published in 2017, and the headings and chapter titles correspond to that edition. If you are reading an earlier edition, it may have different section titles and chapter numbers. But the names of the Five Practices of Exemplary Leadership will be the same.

**Remember:** You only need to answer 3 of the 6 questions below.

**BACKGROUND**

This book focuses on Leadership and Credibility, and how to make those real in your organization. In this Assignment, you are asked to describe your organization’s current efforts to build exemplary leadership, based on the Practices in the book.

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.

NOTE: A “citation” is not a footnote; it’s just a reference to a page number in the book (i.e., Page 83). Scatter a number of citations throughout your work, to show what page(s) you’re drawing from.

**PROCEDURES**

1. Read the book.

2. **Choose any three (3) of the six 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 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](http://www.fcpm.fsu.edu).**

   Click on the “Submit Assignments” tab, which will bring up a log-on screen. Enter your email address and password, then click “Next Step.” This will take you to your Transcript. Click on “Submit Assignment” for the Level 1 Assignment. Click “Browse” and locate the file on your computer (often in “My Documents”), then click “Open.” Once the file name is showing 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 call 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.
Instructions: Select three of the following six questions to answer

Question 1: “Credibility Is the Foundation of Leadership (Chapter 2)

Drawing on Chapter 2 of The Leadership Challenge, describe how their research on the “Characteristics of Admired Leaders” survey 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 and specific citations from the book.

Question 2: “Model the Way” (Chapters 3 & 4)

Drawing on Chapters 3 and 4 of The Leadership Challenge, describe several leaders you have known who have implemented the principles of “Modeling the Way” Outline how they achieved success with these principles, with specific examples.

Question 3: “Inspire A Shared Vision” (Chapters 5 and 6)

Drawing on Chapters 5 and 6 of The Leadership Challenge, describe how the principles of “Inspiring A Shared Vision” have been (or could be) applied in your organization. Be sure to include specific examples and specific citations from the book.

Question 4: “Challenge the Process (Chapters 7 and 8)

Drawing on Chapters 7 and 8 of The Leadership Challenge, describe some personal experiences from your career when you, or your co-workers, have attempted to “Challenge the Process” in your organization. Describe what you did and what happened. Be sure to include specific examples and specific citations from the book.

Question 5: “Enable Others to Act” (Chapters 9 and 10)

Drawing on Chapters 9 and 10 of The Leadership Challenge, describe some personal experiences from your organization where a leader has “Enabled Others to Act,” by implementing the principles addressed in these chapters. Describe the results, successful or not. Be sure to include specific examples and specific citations from the book.

Question 6: “Encourage the Heart” (Chapters 11 and 12)

Drawing on Chapters 11 and 12, describe your individual and your organization’s current efforts to “Encourage the Heart,” based on the principles addressed in these chapters. Be sure to include specific examples and specific citations from the book.