

"*The Five-Week Leadership Challenge* will spur you into action and help you write your own leadership story." —**PATRICK LENCIONI**  
CEO of The Table Group; bestselling author of *The Five Dysfunctions of a Team* and *The Advantage*

A large, stylized number '5' in a light green color, positioned behind the word 'WEEK'. The '5' has a thick outline and a slight shadow effect.

# THE WEEK LEADERSHIP CHALLENGE

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*35 Action Steps to Become the Leader  
You Were Meant to Be*

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Foreword by **STEPHEN M. R. COVEY**

**A PDF COMPANION TO THE AUDIOBOOK**

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# ***DAY 1: CLARIFY FOCUS***

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## ***Today's Thought***

You may not be able to move the trees, but you can choose how to deal with them.

## ***Today's Questions***

1. What trees tend to occupy too much of your time and energy?

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2. What trees do you see in the work lives of your team members that are occupying too much of their time and energy?

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3. How might you remove some of those trees?

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## ***Today's Challenge***

Pick one of the trees that you listed above that is occupying too much time and energy in your life and let it go. Don't talk about it. Don't think about it. Just let it go.

## ***DAY 2: ENGAGE PEOPLE***

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### ***Today's Thought***

Leading people is not about transactions. Leading people is about transformation.

### ***Today's Questions***

1. When you are working with others, whose agenda are you on—your agenda, their agenda, or a shared agenda?

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2. Do you overly focus on the task at hand and forget that people are involved?

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3. What might you do to strike a better balance between people and tasks?

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### ***Today's Challenge***

Pick one relationship that has become overly transactional and take a step today toward bringing the human dimension back into the relationship.

## ***DAY 3: RETHINK FAILURE***

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### ***Today's Thought***

If you want to accomplish something that you have never accomplished before, you will face setbacks and failure. It comes with the territory. Great leaders learn from failures and continue to move forward. Failure is inevitable. Your response to failure is your choice.

### ***Today's Questions***

1. Have past failures increased or diminished your determination for greatness?

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2. What dreams have you given up on and settled for something less?

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3. Have you been knocked down in the past and managed to get back up and try again?

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4. How deep is your well of resiliency?

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5. What are you doing right now to invest in your mind, relationships, body, and spirit?

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### ***Today's Challenge***

Think about a recent failure that you've experienced. Identify one thing you can learn from that failure to help you to become a better leader.

## ***DAY 4: FIND GUIDES***

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### ***Today's Thought***

Call the guide whatever you want—coach, mentor, advisor, etc. (yes, I know there are differences)—we all need a guide in our lives.

### ***Today's Questions***

1. When you think about your career, whom do you look to for advice and guidance?

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2. We like to think that we are creating a new path for ourselves and forging new ground, but the reality is that others have gone before us. Who has gone before you that can help you to navigate the path?

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3. Few things go exactly as planned. You are going to hit the occasional setback, miss an interim goal, or fall short at times. Do you have someone in your life who provides you a needed boost of confidence when times get tough?

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### ***Today's Challenge***

Identify one person who can provide you guidance, direction, or counsel. Send that person a note and set up a time to talk.

## ***DAY 5: SEEK BALANCE***

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### ***Today's Thought***

As a leader, there is more to do every day than you possibly have time to accomplish. Finding balance takes persistence, practice, and courage.

### ***Today's Questions***

1. When you work to strike balance, set your sights on something realistic and obtainable.

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2. How uncomfortable are you with disappointing others? How about disappointing yourself?

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3. What is the last big thing you said *no* to in order to maintain a sense of balance? Did your life blow up or did it continue?

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4. Are you willing to practice finding balance? Or, will you merely surrender at the first sign of resistance and fall back into old ways?

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### ***Today's Challenge***

Have a conversation today with a family member or friend about what balance in your work and life should look like from their perspective.

## ***DAY 6: THINK DIFFERENTLY***

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### ***Today's Thought***

Being a new leader is an exciting, scary, humbling, and amazing time. Embrace it. Keep things in perspective and maintain your balance. And, if you fall off the log, dry yourself off, swallow your pride, and commit to getting it right next time.

### ***Today's Questions***

1. When you enter a room, does your ego lead the way or do you leave it in the hall?

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2. Are there ways you might be failing to be fair and consistent with your people?

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3. What would you point to in order to show that you are earning, not demanding, respect?

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4. When was the last time you attempted to truly engage someone else in goal-setting or decisionmaking?

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5. How well are you keeping things in perspective?

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### ***Today's Challenge***

Based on your answers to the five questions, identify one small but painful action that you can take today to improve in one area.

## ***DAY 7: ENJOY THE JOURNEY***

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### ***Today's Thought***

If you fast-forward ten, fifteen, twenty, or more years, you and those on your team won't remember the specific goals you are working on today. No one will recall the metrics that are driving today's discussions, but they will remember what it was like to work with you. They will remember what it was like having you as a leader.

### ***Today's Questions***

1. How might your focus on tasks, goals, objectives, and results be causing you to lose sight of the bigger perspective?

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2. How often do you take the time to pause in the moment and enjoy the journey?

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3. What might you do differently to enjoy the moment, while delivering results?

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### ***Today's Challenge***

Make a commitment to pause three times today and reflect on the moment. On the next page, you'll find the Week 1 Wrap-up; before you begin, jot down what you observed, heard, felt, and so on. Then, think what you would have missed if you hadn't spent that moment in the moment.

# ***WEEK 1 WRAP-UP***

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**T**hroughout the course of this week, you explored ten leadership mindsets. Now is a chance for you to assess your current thinking in each area. Consider if you are on target, struggling, or somewhere in between.

## **TEN LEADERSHIP MINDSETS**

Clarify Focus (Day 1)

Engage People (Day 2)

Rethink Failure (Day 3)

Find Guides (Day 4)

Seek Balance (Day 5)

Check Ego (Day 6)

Remain Consistent (Day 6)

Earn Respect (Day 6)

Keep Things in Context (Day 6)

Enjoy the Journey (Day 7)

Mindset		Your Current Thinking												
Clarify Focus	Struggling	0	1	2	3	4	5	6	7	8	9	10	On Target	
Engage People	Struggling	0	1	2	3	4	5	6	7	8	9	10	On Target	
Rethink Failure	Struggling	0	1	2	3	4	5	6	7	8	9	10	On Target	
Find Guides	Struggling	0	1	2	3	4	5	6	7	8	9	10	On Target	
Seek Balance	Struggling	0	1	2	3	4	5	6	7	8	9	10	On Target	
Check Ego	Struggling	0	1	2	3	4	5	6	7	8	9	10	On Target	
Remain Consistent	Struggling	0	1	2	3	4	5	6	7	8	9	10	On Target	
Earn Respect	Struggling	0	1	2	3	4	5	6	7	8	9	10	On Target	
Keep Things in Context	Struggling	0	1	2	3	4	5	6	7	8	9	10	On Target	
Enjoy the Journey	Struggling	0	1	2	3	4	5	6	7	8	9	10	On Target	

Considering how you assessed yourself, answer the following questions:

Do you believe that others would agree with your assessment? Why or why not?

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For the areas that you assess as currently on target, what can you do to sustain them?

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For those mindsets where you are struggling, which one would you like to address first? What can you do to begin to shift your thinking?

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## ***DAY 8: EXCAVATE PURPOSE***

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### ***Today's Thought***

Understanding purpose facilitates your ability to make the right decisions, take the right actions, and model the right behaviors, especially in tough times.

### ***Today's Questions***

Think about a team that you have been on in the past that had a very clear purpose. This could be a team from work, school, sports, or what have you.

1. How did having a clear purpose affect the energy level of the team?

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2. How committed were you and your teammates to the team's success?

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3. What was the team able to achieve as a result of the clear purpose?

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### ***Today's Challenge***

Meet with two people and ask each to share a time when they were on a team that had a clear purpose. As they share their stories, listen for examples of energy, commitment, and results. Doing this will allow you to see firsthand the power of purpose.



## ***DAY 9: UNDERSTAND MEANING***

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### ***Today's Thought***

Finding meaning in your work is what allows you and your team to overcome the day-to-day challenges of work. It's not the other way around.

### ***Today's Questions***

1. How would you describe the meaning that you find in your work?

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2. When was the last time you tapped into motivation that flows from an important cause? How would you describe the feeling?

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3. How well do the people you work with understand the purpose behind what they do?

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### ***Today's Challenge***

As you go through the workday, pause occasionally and reflect on your energy level. Make note of times when you feel most energized and ask yourself what it is about what you are doing in the moment that is causing your energy to spike.

## ***DAY 10: UNCOVER PROBLEMS***

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### ***Today's Thought***

Uncovering and working to solve a problem can often ignite one's passion and fuel one's purpose.

### ***Today's Questions***

1. What problems do you see around you that need addressing?

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2. Of those problems, which one are you uniquely positioned to solve?

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3. Is there one of these problems you're passionate about solving?

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### ***Today's Challenge***

Spend five minutes brainstorming what would happen if one of the problems you listed above was solved. Make note of what opportunities would arise and what pains or struggles would be relieved.

# ***DAY 11: ASSESS TALENT***

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## ***Today's Thought***

You possess unique talents, skills, and capabilities. One of your jobs as a leader is to build a team around you that complements those strengths and collectively makes individual weaknesses irrelevant.

## ***Today's Questions***

1. What have others told you are your professional and personal strengths?

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2. What work task or activity are you most confident performing?

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3. What are the two or three talents that you believe you uniquely possess?

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## ***Today's Challenge***

Talk to two or three colleagues, friends, or family members and ask each one this question: "What are the two or three talents that you believe I uniquely possess?"

Take note of their responses and compare them to your answers to today's questions.

## ***DAY 12: EXPLORE PASSION***

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### ***Today's Thought***

Every person you meet is passionate about something. The ones who are the most fulfilled are those who have found a role that allows them to get paid to pursue their passions.

### ***Today's Questions***

1. What energizes you?

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2. What drains your energy?

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3. What type of work would you do regardless of the pay?

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### ***Today's Challenge***

Set a timer for two minutes and write freely about your passions. There is no right or wrong answer. Just let your thoughts flow onto the paper.

## ***DAY 13: CLOSE DOORS***

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### ***Today's Thought***

I had confused burning bridges with shutting doors. One is toxic and destructive. The other is liberating and, when done well, relationship- and career-enhancing.

### ***Today's Questions***

1. How difficult do you find it to close doors, turn off opportunities, or say *no* to something? Why do you think you answered that way?

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2. What was the last door you left open too long or closed too quickly?

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3. What would have happened if you had shut it a bit faster or kept it open a moment longer?

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### ***Today's Challenge***

Identify a door that needs to close and start the process of closing it today.

## ***DAY 14: GO ALL IN***

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### ***Today's Thought***

If you are going to live out your purpose as a leader and make a unique contribution, you are going to have to make the conscious decision to go all in. Halfway isn't good enough.

### ***Today's Questions***

1. Are you more likely to jump all in on something, stand back and watch it play out, or do you fall somewhere in between?

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2. What was the last thing you went all in on at work or school? How did it turn out?

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3. What is something right now that you are hedging your bets about? What might happen if you go all in?

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### ***Today's Challenge***

Have a conversation with someone you believe tends to go all in on things. Ask the person to describe what drives that type of full commitment behavior.

## ***WEEK 2 WRAP-UP***

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**T**his week, you explored the importance of purpose and had a chance to consider the key components of leading others. This week's Application Worksheet is designed to help you draft your Leadership Impact Statement. This statement will help you better understand why you lead and provide you with a way of expressing your purpose to others.

1. Whom do serve in your role as a leader?

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2. What results do those you serve want to achieve?

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3. What barriers are impeding progress for those you serve?

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4. What talents do you possess as a leader?

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5. What is your inner voice or conscience telling you to do?

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6. What are you passionate about?

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7. How do you want to be remembered as a leader?

\_\_\_\_\_

Use your answers to the previous questions to draft your Leadership Impact Statement.

### ***Leadership Impact Statement***

As a leader, I serve \_\_\_\_\_

(question #1) and assist in their efforts to \_\_\_\_\_

\_\_\_\_\_ (question #2). In doing so, I will help them to overcome barriers

including \_\_\_\_\_ (question #3)

by applying my talent for \_\_\_\_\_

\_\_\_ (question #4), listening to my inner voice that encourages me to \_\_\_\_\_

\_\_\_\_\_ (questions #5), and putting to use my

passion for \_\_\_\_\_ (question #6).

I choose to be remembered as a leader who \_\_\_\_\_

\_\_\_\_\_ (question #7).



## ***DAY 15: RECOGNIZE STRATEGY***

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### ***Today's Thought***

Establishing strategic priorities may cause you to say *no* to many good, herd-following ideas, but these choices are what separate the very best leaders from the rest of the herd.

### ***Today's Questions***

1. How would you describe what it means to think strategically?

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2. What limitations exist in your current role that keep you from being more strategic? Are you certain that those limitations exist, or are you merely assuming they exist?

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3. As a leader, do you see yourself as more of a bold strategist or a herd follower? Are you okay with that position?

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### ***Today's Challenge***

Write down some of the priorities you've set for yourself and accomplished over the last couple of years. Annotate whether each priority was a bold strategic move or a herdlike goal. For the ones that were following the herd, ask yourself how you could have been a bit more strategic.

## ***DAY 16: AVOID ADDICTIONS***

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### ***Today's Thought***

Establishing priorities that matter and working diligently to accomplish them is an amazing source of energy and pride. It also feeds your sense of accomplishment.

### ***Today's Questions***

1. When was the last time that you left work feeling exhausted but fulfilled?  
What was the source of the fulfillment?

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2. Think of a leader in your life who exhibited one of the five addictions.  
What was the situation and how did working for that leader make you feel?

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3. How would you describe the difference between your answer to questions one and two?

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### ***Today's Challenge***

Determine which of these five addictions you are most susceptible to and identify one or two actions that you can employ to avoid falling prey to that addiction in the future.

## ***DAY 17: CHOOSE WISELY***

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### ***Today's Thought***

The space between making a bad choice or a good one is often traversed by slowing down, asking others for input, and setting your ego to the side.

### ***Today's Questions***

1. How have you seen one of these bad choices play out in your team or organization?

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2. What was the impact of the bad choice that you listed above?

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3. Which of the four bad choices discussed in today's reading are you most prone to making? Why?

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### ***Today's Challenge***

Throughout the day, try to consciously assess why you make the choices you make. Doing so will help you to be more aware of your thinking, even in the smallest of ways.

Ask yourself questions like:

- Why did I choose those words in that moment?
- What prompted me to eat that food versus something else?
- Where am I putting my time and energy right now?

## DAY 18: BE BORING

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### *Today's Thought*

Some of the best priorities you will ever set for yourself and create with others will be BORING:

**Bold.** Makes a strong proclamation

**Optimistic.** Focuses on what can be done

**Radical.** Pushes the status quo

**Infectious.** Creates buzz and interest

**Needed.** Works to solve a problem or provide a service that is needed

**Galvanizing.** Causes people to connect and bring their best

### *Today's Questions*

1. At a high level, describe what a BORING priority could be for you?

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2. Staying at that high level, why do you want to accomplish these things? What will they allow you to do? How do they connect to last week's purpose?

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3. In looking at what you just wrote down, is it *bold*, *optimistic*, *radical*, *infectious*, *needed*, and *galvanizing*?

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### ***Today's Challenge***

Connect with someone who you believe has set and accomplished a BORING priority, one that satisfies the six items in the acrostic. Ask the person who accomplished the BORING priority to describe the hardest thing they faced as they set out to be BORING.

At this point, you are a bit over the midway point in the challenge. I want to congratulate you for continuing to invest in yourself. My goal is to help you become a better leader. Taking the time to imagine what that looks like in your world can make all the difference.

# DAY 19: ASK CUSTOMERS

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## ***Today's Thought***

Investing time to ask your customers a few questions can yield insights that you will never gain on your own, no matter how smart you are.

## ***Today's Questions***

1. Of those you serve as a leader, who do you believe would be able to provide you valuable insight into the priorities you set for yourself?

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2. How could you get the feedback from the person or people you listed above? Write out the specific steps to make it happen.

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## ***Today's Challenge***

Take a few minutes to search the internet for an example of an organization that improved dramatically because of an idea that one of their customers provided to them. Consider what you can learn from the story.

## ***DAY 20: CREATE MOMENTUM***

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### ***Today's Thought***

Winning begets winning. Momentum fuels everything.

### ***Today's Questions***

1. What is one of the biggest personal or professional priorities you have ever accomplished?

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2. What priorities did you set and accomplish along the way to achieving the big priority?

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3. How did each subsequent win build your confidence and commitment?

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### ***Today's Challenge***

Think of someone you know who has accomplished a big priority. Ask that person to share their journey with you. Listen to see what goals they accomplished along the way that helped build momentum.



## ***DAY 21: OWN THE ROOM***

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### ***Today's Thought***

Being a great leader with clear priorities transcends geography, translates in any language, and has nothing to do with your title.

### ***Today's Questions***

1. Of the four behaviors discussed in today's reading (present, prepared, personable, and profound), which comes most naturally to you and why?

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2. Which of the four behaviors do you struggle with the most and why?

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### ***Today's Challenge***

Pick a priority that you established for yourself before you started reading this book. Now, pretend that you are standing at the front of a room explaining the priority to a large group of people. As you envision your presentation, how well do you see yourself owning the room?

# ***WEEK 3 WRAP-UP***

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**C**ongratulations on completing Week 3. You are 60 percent of your way through the 5 Week Leadership Challenge. Now is the time to set your top leadership priorities by following the steps outlined in this week's wrap-up.

## **PART 1**

### ***Step 1: Brainstorm Possible Priorities***

In the space below, brainstorm possible projects, initiatives, goals, and so on that you can accomplish as a leader within the next six to twelve months.

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### ***Step 2: Narrow the List of Possible Priorities***

Review the list and place a star next to the five or fewer items that you consider to be the most viable priorities.

## PART 2

### *Reduce Your Possible Priorities to Three or Fewer*

Follow the instructions in the table below in order to narrow your list of possible priorities. Place the possible priorities that you put a star next to on the previous page into this chart and score as indicated. Your goal is to determine which possible priorities are truly most important. Limit yourself to a maximum of three selected priorities.

#### Possible Priorities Evaluation Matrix

List the five possible priorities that you identified in your brainstorming list. Give each possible priority a score (1 to 5) in response to each question at the top of the columns. Add up the numbers by row to determine the score for each possible priority. Based on the scores, determine your top three priorities.

	1 No	2	3 Maybe	4	5 Yes	
	EVALUATION CRITERIA					
	Feasible Can I get it done?	Measurable Can I tell if I've won?	Motivating Does it excite me?	Clear Is it easy to understand?	Aligned Does it support my purpose?	Total
1	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	0
2	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	0
3	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	0
4	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	0
5	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	0

## PART 3

### ***Finalize Your Priorities***

To finalize your exercise, draft a statement for those priorities that scored the highest on the previous page and provide a compelling *why* for each.

### ***Draft Your Priority Statement***

The best priorities are written using a simple format that explains where you currently are, where you would like to be, and when you would like to get there. You want to be as specific as possible. Let's use an example of a personal priority that most can easily understand. If you said that your highest scoring priority from the previous page was to lose weight, then in this step you would list how much you weigh now, what you want to weigh in the future, and by what date you want to reach the desired weight. Something like this:

*Example:* Reduce my weight from 185 pounds (84 kg) to 175 pounds (79 kg) by December 31.

### ***Provide a Compelling Why***

You may fall behind or times may get tough as you work to accomplish the priorities you set for yourself. A compelling *why* will help you to keep going. Craft a statement that will motivate you. You can also use your compelling *why* to explain to others why this priority matters in the event that you need their help or support.

*Example:* In recent years, I have put on a bit of weight as a result of working extra hours and grabbing too much food on the go. Frankly, I haven't felt my best as a result. My self-esteem has fallen a bit and I have less energy. I want to be able to play sports with my friends and go on walks with my family. Losing weight will help me do that. It will also help me to be more confident at work.

Complete one of these sheets for each of your priorities. Use the information and examples on the previous page as a guide.

**Priority #1**

\_\_\_\_\_ (current state)

to \_\_\_\_\_ (desired state)

by \_\_\_\_\_ (target date)

Your Compelling *Why*

**Priority #2**

\_\_\_\_\_ (current state)

to \_\_\_\_\_ (desired state)

by \_\_\_\_\_ (target date)

Your Compelling *Why*

**Priority #3**

\_\_\_\_\_ (current state)

to \_\_\_\_\_ (desired state)

by \_\_\_\_\_ (target date)

Your Compelling *Why*

## ***DAY 22: ENCOURAGE OWNERSHIP***

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### ***Today's Thought***

If you want people to own the results, they need to own the plan. Bringing team members into the discussion early creates a sense of ownership from the beginning.

### ***Today's Questions***

1. When you are creating a plan to accomplish a priority, how do you engage others in the planning processes?

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2. Which of the six takeaways from today's reading have you personally experienced? How did this experience unfold?

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3. What are the pros and cons of bringing team members into the planning process?

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### ***Today's Challenge***

Reflect on a time when your leader acted independently of you and your team by creating both the priorities and the plan to accomplish them. Consider how it felt to be left out of the process.

## DAY 23: SPUR IMAGINATION

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### ***Today's Thought***

Leaders who frequently employ the word *imagine* when working with others foster a spirit of creativity, determination, and potential.

### ***Today's Questions***

1. When did you work to solve a problem where the solution proved to be truly unique or creative? How did that feel?

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2. What challenges are you currently facing that you have been dealing with for far too long? What solutions have you tried so far?

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### ***Today's Challenge***

Pick one of the challenges that you described in your response to the second question above. Think of someone who is familiar with the conversation and ask her this question: "Knowing what you know about the challenge I'm facing, imagine for a moment that it would be illegal for me to not solve the problem. What advice would you give me?"

## ***DAY 24: UNDERSTAND RELATIONSHIPS***

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### ***Today's Thought***

It is important to get input from others during the planning process, but what is even more important is ensuring the correct individuals are involved—because some ideas, insights, and perspectives are more critical than others.

### ***Today's Questions***

1. Which stakeholders truly matter and can offer you the best insights as a leader?

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2. What should you do today to build stronger relationships with your top customers, employees, and partners who can provide you the best insights?

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### ***Today's Challenge***

Reach out to one person who you believe is key to the success of one of your priorities. Ask that person to meet with you in the next two to three weeks to review the plans you are creating. Once you get someone to commit, put a date on the calendar within the next two to three weeks to have the conversation.



## ***DAY 25: REMAIN OPEN***

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### ***Today's Thought***

If you set out to accomplish priorities that you have never accomplished before, you need to remain open to new ways of doing things.

### ***Today's Questions***

1. When was the last time you set out to learn something new, find a better way to move forward, or take a step in a different direction? What happened?

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2. How might something you are currently doing benefit from putting a new club in your golf bag?

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### ***Today's Challenge***

What tool have you grown overly accustomed to using in your day-to-day work? Vow to put it down for two days in an effort to try something new instead.

## ***DAY 26: LET GO***

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### ***Today's Thought***

Effective leadership involves letting go of some things as opposed to trying to control everything.

### ***Today's Questions***

1. Have you experienced a time when a leader let go of something and allowed the team to take the reins? What happened?

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2. How have you tried to strike a balance between letting go and controlling? Has this served you well?

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### ***Today's Challenge***

Identify one thing (big or small) that you are holding on to and let go of it by giving it to someone else to handle today.

## ***DAY 27: PLAY TO WIN***

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### ***Today's Thought***

Coupling an important priority with an engaging plan is a recipe for turning work into a winnable game.

### ***Today's Questions***

1. Have you ever found yourself playing not to lose in a job? What was the situation?

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2. Have you ever found yourself playing to win in a job? What was the situation?

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3. How would you describe the difference in your attitude, commitment, and enthusiasm when comparing your answers in these two situations?

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### ***Today's Challenge***

Think of someone that you believe is very engaged in her work. Ask that person how they know if they are winning or losing on things that matter.

## ***DAY 28: HIT PAUSE AND ENGAGE***

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### ***Today's Thought***

Sometimes the best thing a leader can do in the moment is to hit pause and engage the team.

### ***Today's Questions***

1. In addition to time pressures, there are many other reasons that a leader might not hit pause and engage. What do you think are some barriers to hitting pause and engaging others?

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2. Who do you work with that might benefit from you choosing to hit pause and engaging with them? How and when could you start to better meet this person's needs?

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### ***Today's Challenge***

Explain today's lesson to a friend, colleague, or family member. Ask that person to share a time when choosing to hit pause and engaging someone else made a big difference. Follow up with a question about how he felt in the moment.

## ***WEEK 4 WRAP-UP***

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**T**hroughout Week 4, you have learned several planning considerations. The concepts of ownership, imagination, relationships, openness, engagement, and everything else that you explored this week are key to effectively leading yourself and others to create plans. Now it is time for you to put this week's lessons to work as you plan how you will accomplish your priorities.

In this section, you will put two simple planning formats into practice depending on the type of priorities that you set for yourself. One format is designed for project priorities and the other is for process priorities. Think of it this way. If you were to set one priority to build a home gym and a second priority to lose weight, creating the gym is a project priority. It has a specific start and stop date and is designed to create something once. You will accomplish each task in the plan and then move on to the next task until the home gym is up and running. On the other hand, losing weight is a process goal. You will pick weight loss behaviors and continue to repeat and refine those behaviors as you work to win on your priority. You won't go for one run or lift a few weights and claim victory. Like it or not, you will likely finish many workouts on your way to accomplishing your goal.

Whether you are creating a plan on your own for a personal priority or working with a team to achieve results together, the two formats will serve you well.

Here are the steps to follow:

1. Pick one of your Week 3 priorities.

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2. Determine if the selected priority is a project or a process priority.

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3. For project priorities, complete the Project Priority Planning form by answering:

a. Who? \_\_\_\_\_

b. Does what? \_\_\_\_\_

c. By when? \_\_\_\_\_

4. For process priorities, complete the Process Priority Planning form by answering:

a. Who? \_\_\_\_\_

b. Does what? \_\_\_\_\_

c. To what standard? \_\_\_\_\_

d. How often? \_\_\_\_\_

## Project Priority Plan

Priority: \_\_\_\_\_

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[illegible]





## ***DAY 29: UNDERSTAND INCONSISTENCY***

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### ***Today's Thought***

We appear to be wired for consistent inconsistency. Fortunately, you hold the power to help yourself and others to overcome inconsistency by understanding the importance of attitude, big picture, capabilities, and systems.

### ***Today's Questions***

1. Think of a behavior in which your performance is inconsistent. If you had to identify which of the ABCs is contributing to your inconsistency, which one(s) would you pick and why?

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2. How might you address the underlying issues that are causing your inconsistency?

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### ***Today's Challenge***

Take action today on addressing the underlying issue you identified in your answer to the above question. A small step today can make a big difference in the long run.

## ***DAY 30: PRACTICE ABUNDANCE***

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### ***Today's Thought***

Great leaders recognize that being abundant is truly more effective than being scarce.

### ***Today's Questions***

1. Have you ever worked for a scarce leader? If so, how did it feel working for someone who practiced scarce behaviors?

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2. Have you ever worked for an abundant leader? If so, how did it feel working for someone who was truly abundant?

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3. Would people describe you as more abundant or scarce? Why?

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### ***Today's Challenge***

Think of an abundant leader that you know and ask her this question: "I've noticed that you choose to be abundant in how you lead others. How has that approach served you and your teams well over the years?"

## ***DAY 31: FORGO (SOME) HAPPINESS***

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### ***Today's Thought***

In order to avoid disappointing your team members, you must, at times, disappoint them.

### ***Today's Questions***

1. Have there been times in the past where you chose short-term employee satisfaction to the detriment of long-term satisfaction?

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2. If so, what caused you to make these choices (e.g., desire to appease, fear of looking unhelpful, lack of patience, etc.)?

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3. Which team members would benefit from being pushed and stretched?

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4. What tasks could you give them that would cause a bit of disappointment now, but tremendous growth in the future?

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### ***Today's Challenge***

Consider a change that you went through in recent years that you were reluctant to embrace. With the perspective of time, write down how working your way through that change caused you to learn, grow, and develop.

## ***DAY 32: ADDRESS ELEPHANTS***

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### ***Today's Thought***

Little things often become big things. Make sure that you feed and care for the little things that you want to see grow and address those that you want to stop in their tracks.

### ***Today's Questions***

1. What baby elephants have you experienced in the past that no one addressed? What happened when the elephant grew up?

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2. Are you caring and feeding for a baby elephant right now? What's the impact over time if you don't address it?

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### ***Today's Challenge***

Regarding your answer to the last question about a baby elephant that is currently in your midst, determine one step that you could take today to begin to address it. Take that step today.

## ***DAY 33: UNLEASH EXCITEMENT***

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### ***Today's Thought***

Every person on your team has something that excites him. It may be buried deep and it may be something that is far removed from work, but it's there. Look for ways to unleash that excitement.

### ***Today's Questions***

1. What truly excites you? Is it sports, time with friends, the opera, eighties trivia, or something else?

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2. How do you feel when you get to do that thing?

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3. In what ways could the essence of what excites you be brought more into your work?

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### ***Today's Challenge***

Have a conversation with a friend or colleague. Ask her about something that truly excites her. Listen to the words she says and the energy that bubbles to the surface. Consider what that tells you about the excitement in all of us.

## ***DAY 34: FEED CRAVINGS***

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### ***Today's Thought***

Deep down, we all want to be heard. Each of us yearns for our voice to count. We want to be active members of the process, not marginalized actors pushed to the side.

### ***Today's Questions***

1. When was the last time that a colleague, boss, or client truly listened to you? How did it feel?

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2. What is something that you would like to share with your leader? What could you do to facilitate the discussion?

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### ***Today's Challenge***

Find someone who you believe has a genuine concern and a craving to be heard. Ask him to meet today. Listen to the person with the intent of understanding. Don't try to fix the problem; just let the other person be heard. Often, he will be able to fix it without you doing anything but lending a concerned ear.

## ***DAY 35: BE A TOUGH ACT TO FOLLOW***

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### ***Today's Thought***

Drawing wisdom from experiences, choosing the tough road, and surrounding yourself with great people are key ingredients to building a leadership legacy.

### ***Today's Questions***

1. When people look back at today, what would you like them to say about you as a leader?

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2. What are you doing right now to ensure that your answer to the last question becomes a reality?

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3. What should you start, stop, or continue doing based on your answers to the last two questions?

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### ***Today's Challenge***

Think of a leader from the past whom you truly admire. Imagine you were asked to explain that leader's legacy. Write down three to five items that you would share about how that leader behaved, achieved results, touched lives, and made a difference in the world.



# ***WEEK 5 WRAP-UP***

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## **WHAT WILL BE YOUR LEADERSHIP LEGACY?**

**I**magine that it is ten, fifteen, or twenty years in the future. Your colleagues and team members from today have gathered. Their conversation turns to discussing you as a leader. They reminisce about what it was like to work with and for you, what they learned, how they grew, and what they accomplished along the way.

- How do you want to be remembered?
- What do you hope they will say?
- What do you want your legacy to be as a leader?

Use the space on the next page to draft your Leadership Legacy Statement. Reflect on the work you have done over the course of the 5 Week Leadership Challenge—the lessons learned, the questions answered, and the daily challenges completed. Allow that work to assist you as you compose your Leadership Legacy Statement.

If you need help getting started, take a look at the primers on the next few pages. These are designed to help you to think through some of the keywords others may use in the future when describing you as a leader.

Once you've drafted your Leadership Legacy Statement, share it with a colleague or close associate, ask for advice, and refine your statement as you deem appropriate. Keep the statement visible to yourself. Revisit it often. Allow it to serve as a North Star of sorts as you work to build your leadership legacy.

[illegible]

# DO YOU NEED SOME HELP GETTING STARTED ON YOUR LEADERSHIP LEGACY STATEMENT?

Here are eight leadership skills and behaviors. Under each are words that might be used to describe a great leader who exhibits those skills. Use these words as primers as you draft your Leadership Legacy Statement. Circle the ones that you would like to be part of your legacy and work to incorporate them into your statement.

COMMUNICATE EFFECTIVELY	
Timely	Clear
Transparent	Dynamic
Empathetic	Engaging
Strong listener	Confident
Insightful	Direct

FOSTER INCLUSIVITY	
Value differences	Self-aware
Participative	Considerate
Engagement	Empowering
Open	Connected
Sincere	Courageous

MAKE DECISIONS	
Consistent	Logical
Deliberate	Intuitive
Collaborative	Creative
Problem-oriented	Clever
Resourceful	Decisive

CAST A VISION	
Strategic	Bold
Profound	Nonconformist
Inspiring	Catalyst
Aware	Risk taking
Informed	Optimistic

DEVELOP OTHERS	
Insightful	Helpful
Curious	Concerned
Maximizer	Challenging
Coach	Open
Abundant	Selfless

MANAGE CHANGE	
Flexible	Forward-thinking
Focused	Celebratory
Assertive	Passionate
Reassuring	Embraces ambiguity
Perspective taking	Tenacious

DELIVER RESULTS	
Strong acumen	Savvy
Focused	Meticulous
Goal-oriented	Innovative
Persistent	Accountable
Committed	Competent

LEAD YOURSELF	
Disciplined	Composed
Focused	Balanced
Capable	Grounded
Learner	Intentional
Role Model	Person of integrity

## APPENDIX A

# ***SCHEDULING YOUR 5 WEEK LEADERSHIP CHALLENGE***

**O**nly you can invest in yourself as a leader, and by taking on the 5 Week Leadership Challenge, you're making great strides. Originally I designed the 5 Week Leadership Challenge to provide leaders with a daily dose of learning, seven days per week. As I shared the Challenge with others, I discovered that some people preferred to take it on in four- or five-day sections. Below you'll find schedules to help guide you on whatever path you choose.

Remember, the most important element here is that your plan is realistic and doable.

5 WEEK LEADERSHIP CHALLENGE  
7 DAYS PER WEEK CADENCE

SUN	MON	TUE	WED	THU	FRI	SAT
Day 1 Perspective Introduction & Clarify Focus	Day 2 Engage People	Day 3 Rethink Failure	Day 4 Find Guides	Day 5 Seek Balance	Day 6 Think Differently	Day 7 Enjoy the Journey & Weekly Wrap-up
Day 8 Purpose Introduction & Excavate Purpose	Day 9 Understand Meaning	Day 10 Uncover Problems	Day 11 Assess Talent	Day 12 Explore Passion	Day 13 Close Doors	Day 14 Go All In & Weekly Wrap-up
Day 15 Priorities Introduction & Recognize Strategy	Day 16 Avoid Addictions	Day 17 Choose Wisely	Day 18 Be Boring	Day 19 Ask Customers	Day 20 Create Momentum	Day 21 Own the Room & Weekly Wrap-up
Day 22 Plan Introduction & Encourage Ownership	Day 23 Spur Imagination	Day 24 Understand Relationships	Day 25 Remain Open	Day 26 Let Go	Day 27 Play to Win	Day 28 Hit Pause and Engage & Weekly Wrap-up
Day 29 Performance Introduction & Understand Inconsistency	Day 30 Practice Abundance	Day 31 Forgo (Some) Happiness	Day 32 Address Elephants	Day 33 Unleash Excitement	Day 34 Feed Cravings	Day 35 Be a Tough Act to Follow & Weekly Wrap-up

5 WEEK LEADERSHIP CHALLENGE

5 DAYS PER WEEK CADENCE

MON	TUE	WED	THU	FRI
Day 1 Perspective Introduction & Clarify Focus	Day 2 Engage People	Day 3 Rethink Failure	Day 4 Find Guides	Day 5 Seek Balance
Day 6 Think Differently	Day 7 Enjoy the Journey & Weekly Wrap-up	OPEN DAY	Day 8 Purpose Introduction & Excavate Purpose	Day 9 Understand Meaning
Day 10 Uncover Problems	Day 11 Assess Talent	Day 12 Explore Passion	Day 13 Close Doors	Day 14 Go All In & Weekly Wrap-up
OPEN DAY	Day 15 Priorities Introduction & Recognize Strategy	Day 16 Avoid Addictions	Day 17 Choose Wisely	Day 18 Be Boring
Day 19 Ask Customers	Day 20 Create Momentum	Day 21 Own the Room & Weekly Wrap-up	OPEN DAY	Day 22 Plan Introduction & Encourage Ownership

5 WEEK LEADERSHIP CHALLENGE

5 DAYS PER WEEK CADENCE

MON	TUE	WED	THU	FRI
Day 23 Spur Imagination	Day 24 Understand Relationships	Day 25 Remain Open	Day 26 Let Go	Day 27 Play to Win
Day 28 Hit Pause and Engage & Weekly Wrap-up	OPEN DAY	Day 29 Performance Introduction & Understand Inconsistency	Day 30 Practice Abundance	Day 31 Forgo (Some) Happiness
Day 32 Address Elephants	Day 33 Unleash Excitement	Day 34 Feed Cravings	Day 35 Be a Tough Act to Follow & Weekly Wrap-up	

5 WEEK LEADERSHIP CHALLENGE

4 DAYS PER WEEK CADENCE

MON	TUE	WED	THU	FRI
<b>Day 1</b> Perspective Introduction & Clarify Focus	<b>Day 2</b> Engage People	<b>Day 3</b> Rethink Failure	<b>Day 4</b> Find Guide	OPEN DAY
<b>Day 5</b> Seek Balance	<b>Day 6</b> Think Differently	<b>Day 7</b> Enjoy the Journey & Weekly Wrap-up	<b>Day 8</b> Purpose Introduction & Excavate Purpose	OPEN DAY
<b>Day 9</b> Understand Meaning	<b>Day 10</b> Uncover Problems	<b>Day 11</b> Assess Talent	<b>Day 12</b> Explore Passion	OPEN DAY
<b>Day 13</b> Close Doors	<b>Day 14</b> Go All In & Weekly Wrap-up	<b>Day 15</b> Priorities Introduction & Recognize Strategy	<b>Day 16</b> Avoid Addictions	OPEN DAY
<b>Day 17</b> Choose Wisely	<b>Day 18</b> Be Boring	<b>Day 19</b> Ask Customers	<b>Day 20</b> Create Momentum	OPEN DAY

5 WEEK LEADERSHIP CHALLENGE

4 DAYS PER WEEK CADENCE

MON	TUE	WED	THU	FRI
<b>Day 21</b> Own the Room & Weekly Wrap-up	<b>Day 22</b> Plan Introduction & Encourage Ownership	<b>Day 23</b> Spur Imagination	<b>Day 24</b> Understand Relationships	OPEN DAY
<b>Day 25</b> Remain Open	<b>Day 26</b> Let Go	<b>Day 26</b> Play to Win	<b>Day 28</b> Hit <i>Pause</i> and Engage & Weekly Wrap-up	OPEN DAY
<b>Day 29</b> Performance Introduction & Understand Inconsistency	<b>Day 30</b> Practice Abundance	<b>Day 31</b> Forgo [Some] Happiness	<b>Day 32</b> Address Elephants	OPEN DAY
<b>Day 33</b> Unleash Excitement	<b>Day 34</b> Feed Cravings	<b>Day 35</b> Be a Tough Act to Follow & Weekly Wrap-up		



## APPENDIX B

# ***5 WEEK LEADERSHIP CHALLENGE LEADER'S GUIDE***

**A**t its essence, the 5 Week Leadership Challenge is an individual exercise that allows a leader the opportunity to learn, grow, and develop on his or her own. However, the experience can be greatly enhanced when leaders regularly meet to discuss what they are learning and explore how they can apply the challenge concepts across a broader organization.

This guide is designed to help you to facilitate a weekly discussion with leaders as they complete the 5 Week Leadership Challenge. To get the most out of the guide, you should conduct a twenty-minute Challenge Meeting each week after every leader has completed the week's lessons.

Ask participants to come to the meeting prepared to share their general thoughts on the week, as well as their weekly wrap-up assignment.

Meetings should last no more than thirty minutes and should focus on three primary topics.

1. **Review the Week's Theme.** Discuss the main topics covered during the week and the primary outcome from the seven-day effort.
2. **Discuss Individual Takeaways.** Ask each participant to share the two to three key items that they learned that week. These can be items such as:
  - Stories that stood out to them
  - Questions that they found useful
  - Answers that they wrote that gave them more insight into themselves
  - Wrap-up results that they produced
3. **Consider Team Actions.** Discuss as a team how the lessons learned that week can be applied across the entire group and how they can work to hold one another accountable.