

Leadership Unlocked: Navigating the 5 Practices for Success

**Missouri Coordinated School Health
Conference**

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What to Expect:

- Welcome and Introductions

- Participants understand The Five Practices of The Leadership Challenge® operating system.

- Participants understand the research that supports The Five Practices and 30 aligned behaviors which exemplary leaders exhibit.

- Participants understand the importance of credibility as foundational to leadership and why.

- Have Fun! Laugh and cry with Ted!

Let's Get Acquainted:



Credibility is the foundation of leadership.

“They practice what they preach.”

“They walk the talk.”

“Their actions are consistent with their words.”

“They put their money where their mouth is.”

“They follow through on their promises.”

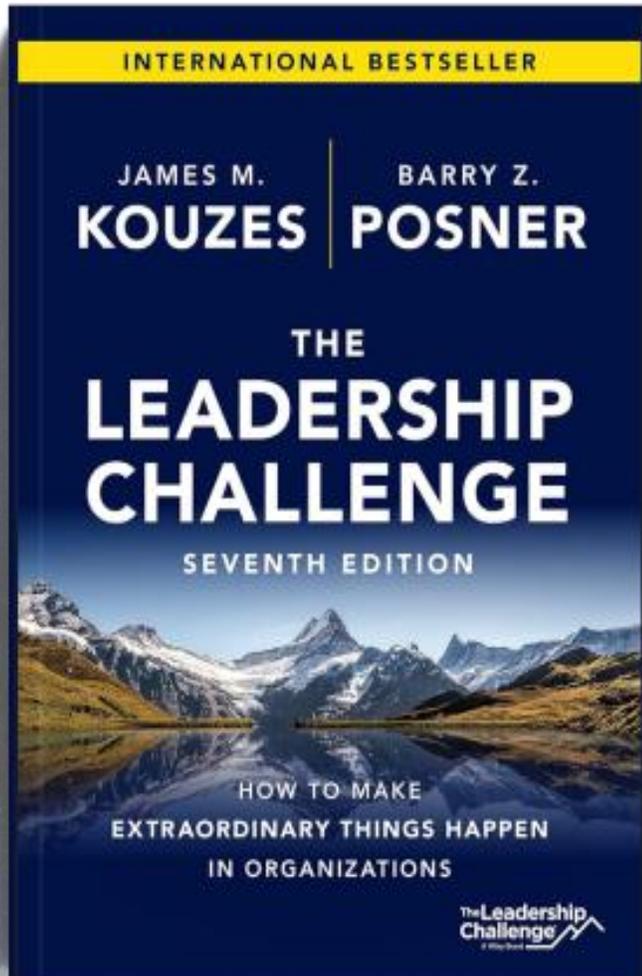
“They do what they say they will do.”



Jim Kouzes & Barry Posner

Our Distinguished Authors

**What do exemplary
leaders do to compel
extraordinary performance
from those whom they
lead?**



Rigorous testing of reliability and validity

Over 5,000 individual cases studied

Over 40 years of collecting data

Over 700 research studies by others

Global data from 120 countries

Over 8 million survey respondents

What does the research demonstrate? (aka Why should you care?)

- Improved employee retention
- Improved employee engagement and productivity
- Higher employee reports of job satisfaction and commitment
- Enhanced team performance and cohesiveness
- Leaders rated higher overall on effectiveness and credibility



**Model
the Way**



**Inspire a
Shared Vision**



**Challenge
the Process**



**Enable
Others to Act**



**Encourage
the Heart**



- **Clarify values by finding your voice and affirming shared values.**
- **Set the example by aligning actions with shared values.**

- 1. Sets a personal example of what they expect of others.**
- 6. Makes certain that people adhere to the principles and standards that have agreed upon.**
- 11. Follows through on the promises and commitments that they make.**
- 16. Asks for feedback on how their actions affect other people's performance.**
- 21. Builds consensus around common set of values for running our organization.**
- 26. Is clear about their philosophy of leadership.**



Who or What is Ted Lasso?

- *Hired to coach soccer (or fútbol) with no experience or real knowledge of the game*
- *Planned failure by the team's owner*
- *Unfamiliar with the culture of England or soccer*
- *Inherits a divided team*



Who or What is Ted Lasso?

- *Leader/Mentor*
- *Always Positive – lots of high 5's*
- *Accepts a challenge*
- *Values honesty, integrity, love and belief in others*
- *Vulnerable/Human*





- **Envision the future by imagining exciting and ennobling possibilities.**
- **Enlist others in a common vision by appealing to shared aspirations.**

- 2. Talks about future trends that will influence how work gets accomplished.**
- 7. Describes a compelling image of what the future could be like.**
- 12. Appeals to others to share an exciting dream of the future.**
- 17. Shows others how their long-term interests can be realized by enlisting in a common vision.**
- 22. Paints a “big picture” about what shared aspirations will look like in the future.**
- 27. Speaks with genuine conviction about the higher meaning and purpose of the work.**





- **Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.**
- **Experiment and take risks by consistently generating small wins and learning from**

- 3. Seeks out challenging opportunities that test their own skills and abilities.**
- 8. Challenges people to try out new and innovative ways to do their work.**
- 13. Actively searches for innovative ways to improve what is being done.**
- 18. Asks “What can be learned?” when things do not go as expected.**
- 23. Identifies measurable milestones that keep projects moving forward.**
- 28. Takes initiative in anticipating and responding to change.**



LPI[®]: Leadership Practices Inventory[®]

JAMES M. KOUZES & BARRY Z. POSNER
Individual Feedback Report

Prepared for Amanda Lopez | December 6, 2024

Sample Assessment



Confidentiality and Anonymity



Profile for Amanda Lopez
Sample Assessment
December 6, 2024

The Five Practices Data Summary

This page summarizes your LPI responses for each leadership Practice. The Self column shows the total of your own responses to the six behavioral statements about each Practice. The Individual Observers columns show the total of each Observer's six responses for the Practice. The AVG column shows the average of all your Observers' total responses. Total responses for each Practice can range from 6 to 60, which represents adding up the response score (ranging from 1-Almost Never to 10-Almost Always) for each of the six behavioral statements related to that practice.

	SELF AVG		INDIVIDUAL OBSERVERS					
			M1	D1	D2	C1	C2	O1
Model the Way	50	48.3	50	48	52	49	48	43
Inspire a Shared Vision	47	48.7	46	50	54	45	47	50
Challenge the Process	48	47.8	48	49	53	46	47	44
Enable Others to Act	46	49.7	50	51	51	47	49	50
Encourage the Heart	48	49.2	48	51	57	48	44	47

M-Manager D-Direct Report C-Co-Worker O-Other S-Self AVG-Average of all Observers

Essay Question Responses

This page contains Observer responses to the open-ended essay questions presented with the Leadership Practices Inventory. Since answering these questions is optional, each question may not have the same number of answers per question. If no Observer chose to answer a particular question, the response "No one answered this feedback question" will appear in the answer field.

Q: What are this individual's three (3) greatest strengths as a leader?

A: Manages expectations well Delivers on promises Positive "Can Do" attitude

A: He allows us to deal with our projects and issues the way we best see fit. He does a great job of cutting through all of the necessary, but tedious, governance and support around project work. He's able to minimize the number and amount of non-work work that goes into these projects for the developers, so that those people can concentrate on getting the project done. He shows a genuine interest and support for his staff as actual people and does a lot to make sure that the work/life balance is respected and people are rewarded for the extra effort they put in.

A: Communication, focus, connecting with people.

A: Chris commits to lots of tasks, but he almost always completes those tasks (as opposed to saying he will do something and then never doing it like a lot of people do). He does a good job of supporting and defending his team members.



- **Foster collaboration by building trust and facilitating relationships.**
- **Strengthen others by increasing self-determination and developing competence.**

- 4. Develops cooperative relationships among the people they work with.**
- 9. Actively listens to diverse points of view.**
- 14. Treats people with dignity and respect.**
- 19. Involves people in the decisions that directly impact their job performance.**
- 24. Gives people a great deal of freedom and choice in deciding how to do their work.**
- 29. Assures that people grow in their jobs by learning new skills and developing themselves.**





- **Recognize contributions by showing appreciation for individual excellence.**
- **Celebrate the values and victories by creating a spirit of community.**

5. Praises people for a job well done.

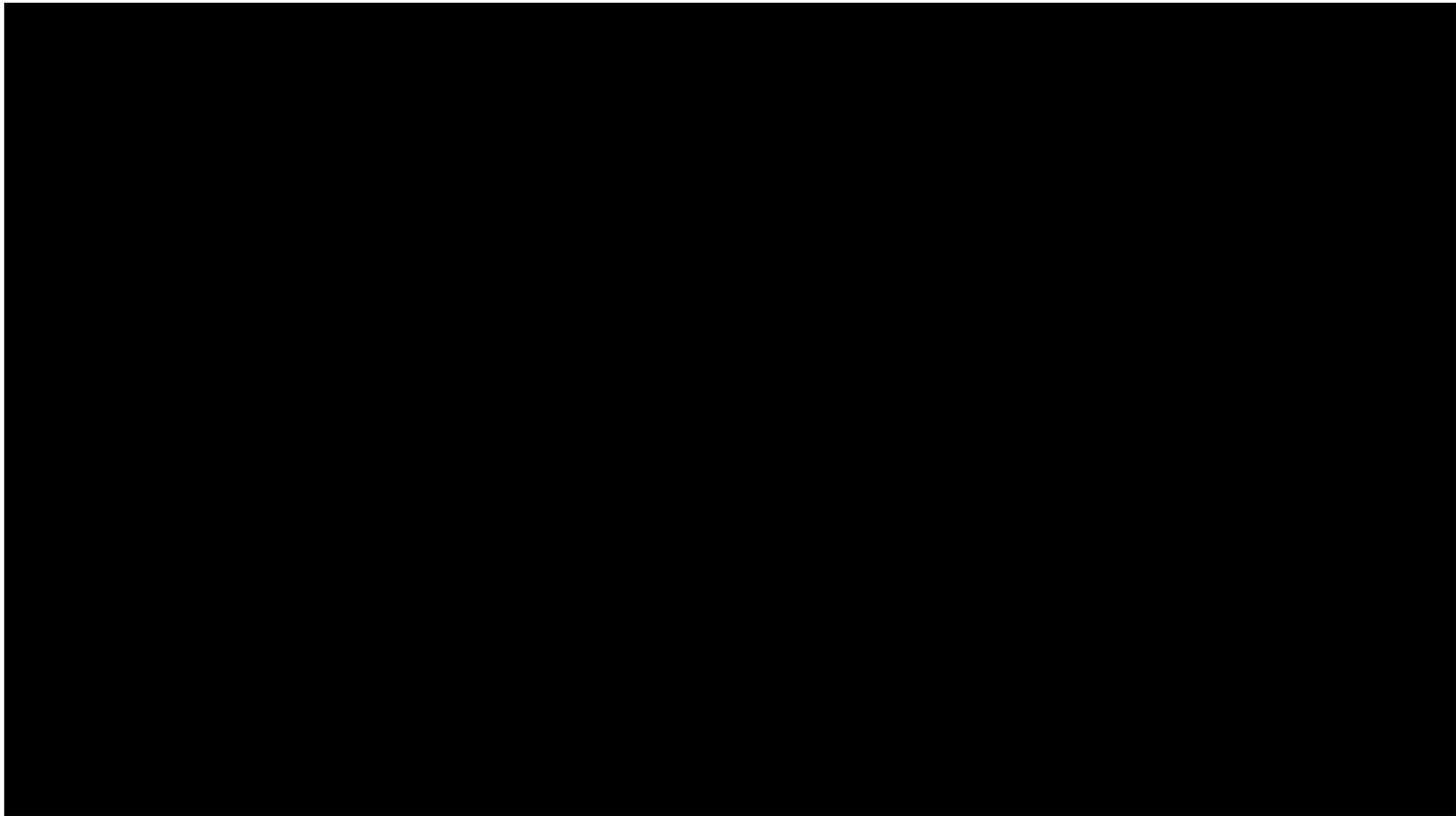
10. Makes it a point to demonstrate confidence in the abilities of other people.

15. Makes sure that people are creatively recognized for their contributions to the success of our projects.

20. Publicly recognizes people who exemplify commitment to shared values.

25. Tells stories of encouragement about the good work of others.

30. Gets personally involved in recognizing people and celebrating accomplishments.



“Only three things happen naturally in organizations: friction, confusion, and underperformance . . .

. . . everything else requires leadership.”

- Peter Drucker



BELIEVE

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