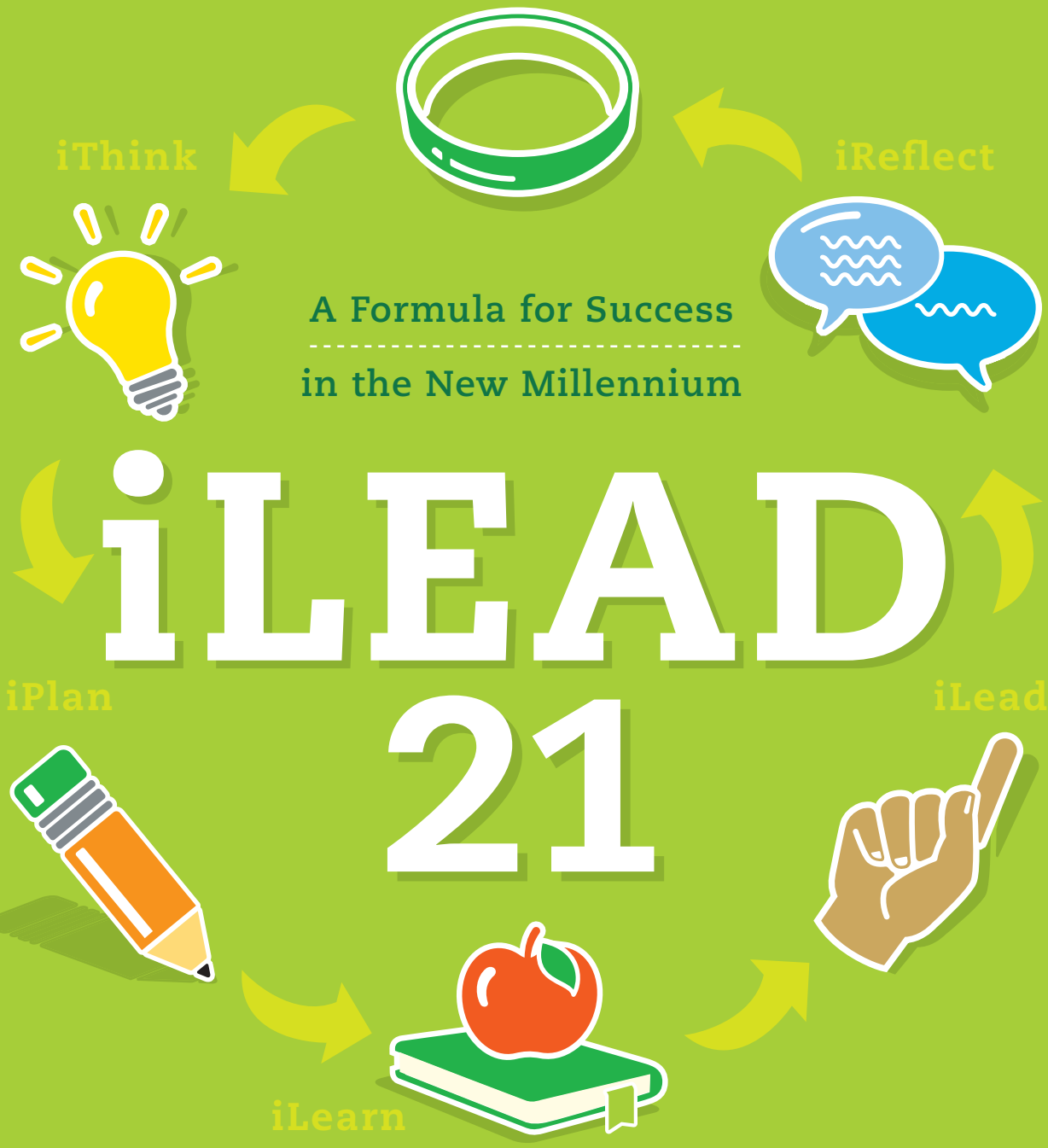
iLEAD 21

A Formula for Success in the New Millennium

STAGE I NOVICE



A Formula for Success in the New Millennium

iLEAD 21

STAGE I NOVICE

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STAGE I NOVICE

NAME: .....

YEAR: .....

SCHOOL: .....

.....

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A Formula for Success

in the New Millennium

iLEAD 21

STAGE I NOVICE

by Rebecca Edwards
Edwards Educational Services

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What advice would you give youth who will become future leaders of tomorrow?

"In my 8th Habit book I share the idea that everyone chooses one of two roads in life, whether you're older or younger, man or woman, rich or poor. The most traveled road is the one that takes us to mediocrity and the other less traveled road takes us to greatness and meaning. The first road limits us and prevents us from realizing our full potential. This road is often the quick-fix or short-cut approach to life. It often lures us to it when we don't take accountability for ourselves or see ourselves as victims. My advice to the youth is to avoid the road of mediocrity. It's probably hard for them to see into the long term, but if they will try to see themselves as human beings with vast potential, and see that next to life itself their greatest gift is choice–they can choose their responses to whatever comes to them in life, and take responsibility for their choices, their behaviors, their feelings and choose to create their future."

Stephen Covey | **Khan, 2006** |

"I hear and I forget.
I see and I remember.
I do and I understand."

| **Confucius** |

welcome to iLead 21!

Why are we reading this boring book?

As I stood in front of my 12th grade British Literature students one wintery morning years ago, I was overwhelmed by the feeling of dread when one of my students asked me, "*why are we even reading this boring book? What does this have to do with us, anyway?*" "*Well,*" I began slowly, "*it's an important piece of literature that you need to read,*" was my weak and unconvincing response. Beads of sweat popped out on my upper lip as I struggled to think of a better reason. The book was important for them to read, but why it was important eluded me.

After struggling to answer my student's question, I responded with a question of my own: "*why do you think reading this book is important?*" "*Well,*" the student began carefully, "*maybe because it's talking about cloning, genetic engineering and the ethics of it all?*" "*So,*" I pressed, "*what does that have to do with you? With this class? With what's happening in the world today?*" The answers to these questions formed the basis of what quickly became the focus of our class research study of Connecticut teens' attitudes toward cloning and genetic engineering, "To Be or Not to Be" is Still the Question: Are We Playing God?

Creating a Class Company

We transformed from a class of mostly-bored British Lit students and one stressed out teacher into a cohesive staff of researchers, writers, and leaders uncovering the ethics and attitudes toward genetically altering and cloning life. We separated fact from science fiction, and investigated trends and attitudes toward these controversial topics already at play within our society. Our main task was to survey thousands of Connecticut students age 15 to 18 to gauge their attitudes toward the ethics of cloning and genetic engineering.

As a 'staff' rather than a class, we assumed new roles: teacher became company owner; students organized themselves into groups and teams that reflected their diverse leadership abilities and talents: Head of Finance; Research Assistant; Editor-in-Chief; Public Relations Assistant; Company President; Head Writer; Assistant Writer; Finance Assistant; Survey Processor; to name a few.

Each team developed its own operating protocols, areas of responsibility, system of checks and balances, and methods of assessment.

The groups functioned like the tentacles of an octopus, each moving in its own direction and at its own speed but committed to the common task at hand. As company owner, I was no longer viewed as "*thou-who-had-all-the-answers,*" but rather the leader of a company managing and directing its moving parts. I worked closely with the Company President, who oversaw the heads of the remaining teams. We completely restructured our time together and often met outside of class and school—students even met at the local bookstore over spring break to meet a looming deadline! One student who never came to school otherwise came in solely for period C when we met, and left again promptly afterward.

Why were these students so excited and engaged? Because they were leading. They were using their skills and talents to make a difference in the world. They used what they were learning in British Lit and applied it to their lives and the lives of thousands of other students in the state. They raised money to publish their study, gathering on Saturdays to wash cars in local restaurant and car dealership parking lots. Money that was left over from our publishing account was donated to the Connecticut Children's Hospital, and on graduation night, after months of tireless research, writing, fundraising, presenting, and editing, each member of the Are You Me? Production Company received his own copy of the completed 42-page research study.

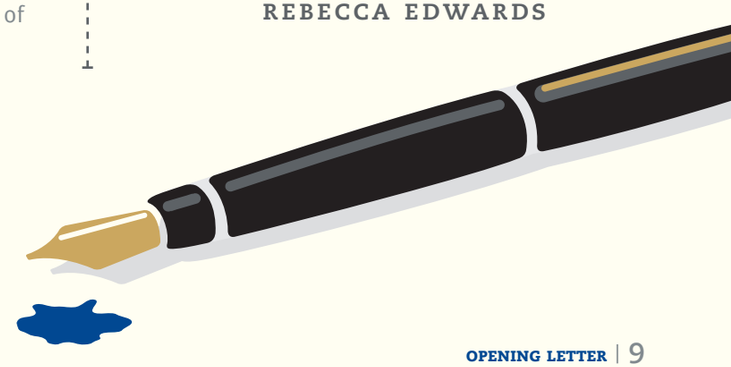
From Student to Leader

So why do I tell you this story? Because this experience, along with many other '*class companies*' I created along my teaching career, forms the basis for what you are about to experience in the iLead 21 Leadership Program. You are about to practice your own leadership talents and skills on projects that mean something to you, your school, and your community. I want to know how you're doing and what you're working on. I want to see initiative, big thinking, creative problem-solving and real leadership. I want you to take the iLead experience very seriously and help me continue to expand the program into one that is truly led by students.

So shake off your traditional role of "*student*" and embrace your new position as "*leader.*" Everyone has something valuable to offer, and it is now your responsibility to develop your own skills and talents as iLeaders in the 21st Century. **Work hard!**

Rebecca Edwards

REBECCA EDWARDS



The iLead 21 Pledge

Being a part of the iLead 21 leadership experience is an honor that comes with a high level of responsibility. Each of your iLead teams (or you individually) can add to this pledge what you feel is needed, but ALL iLead team members need to agree to each of the following statements. As a group, please read and discuss each statement. Once you are sure you understand each statement and what you are agreeing to, check off each line. Agreeing to this becomes part of how you will be evaluated and assessed throughout the iLead 21 experience, so it is very important that you understand and agree to each statement individually. Breaking any part of this pledge may result in your removal from iLead 21.

AS AN ILEADER, I PLEDGE TO:

[ ] Be engaged in all iLead activities, discussions, and tasks

[ ] Work hard, and be honest with myself and my team when I have not put in my best effort

[ ] Approach all iLead tasks and activities with a positive outlook and good attitude

[ ] Do my best, all the time

[ ] Admit when I have not worked at my full potential

[ ] Listen carefully to feedback from my peers and iLead head coach

[ ] Represent my iLead team with pride and respect within the school and community

[ ] Encourage other iLeaders and help them any way I can

[ ] Step outside of my comfort zone and try things that may be scary or difficult for me

[ ] Be present, physically and mentally

[ ] Practice my leadership skills regularly in other parts of the school, in my family, and my community

[ ] Understand that leading is not about "being in charge" and telling others what to do

[ ] Evaluate my skills, talents, and weaknesses honestly and work hard to improve myself when and where I can

[ ] Listen twice as much as I speak

[ ] Choose my words and gestures carefully so I communicate clearly and do not offend

[ ] Honor what is said in confidence by other iLeaders and not violate that trust

[ ] Not demean, make fun of, or devalue any other iLeaders, even if or when I disagree with them

[ ] Seriously examine my values, attitudes, behaviors, and choices, and take responsibility for all consequences that result from my actions

[ ] Follow through with commitments I make, both in and out of the iLead team

[ ] Use only appropriate language, symbols, writing, pictures, etc. in the iLead teams, activities, tasks, and computer site

[ ] Not share, steal, fabricate or destroy iLead tokens

[ ] I also pledge to (add any other commitments that you personally wish to make):

Once each statement has been checked off and the iLead Pledge signed, please give one copy to your iLead Coach. How well—or poorly—you adhere to this pledge throughout iLead 21 will impact your movement up the leadership level as well as your grade (if applicable).

Signature _____ **Date** _____|_____|_____

SUBMIT A SIGNED COPY OF YOUR PLEDGE TO YOUR ICOACH

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Signature _____ **Date** _____|_____|_____

SUBMIT A SIGNED COPY OF YOUR PLEDGE TO YOUR ICOACH

What is your definition of leadership?

"Through years of study, teaching and working with people all over the world, from all walks of life, I have determined that leadership is: Communicating to people their worth and potential so clearly that they come to see it in themselves. It is the influence we have with others to help them discover their own voice, to find their own purpose, to make their unique contribution, and to release their potential, that truly defines leadership. Thus, leadership extends to the many personal and professional roles we play—as workers, parents, children, teachers, students, swamis, you name it—and the choice we make to live by principles to help others find their voice."

| **Stephen Covey** | **Khan, 2006** |

1st TASK

Getting Your
Feet Wet in the
Leadership Pool.

Leadership Language for Task #1:

NEW
Operating protocols, Leadership

MAX. TIME TO COMPLETE TASK #1
TBD by the Time Liners
End Date: ___|___|___ Time: ___:___

iThink

What is Leadership?

This question is one that many people—even experts—can't always answer easily. To be a leader, do you have to be 'in charge' of other people? Do you have to fit a certain personality type or look a certain way? Do you have to be an adult to be a leader? Are all leaders good? How do you become a leader? Can anyone be a leader? None of these questions has a simple answer, but they do spark a lot of debate and discussion.

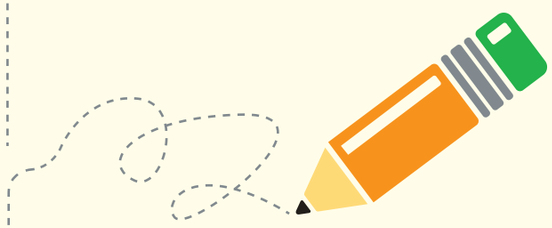
So what do you think about leadership and being a leader? Before we answer this question, and before you learn any more about the iLead 21 leadership experience, you are invited to complete TASK #I.

TASK #I

In teams of 2 or 3, use cell phones/ cameras, or pen and paper to capture evidence of leadership in the school.

Present your findings to the rest of the iLead team.

YOU CAN EARN



iPlan

To complete this task successfully, let's brainstorm a list of operating protocols (rules or guidelines that we can all agree to follow). Individually, write **3 – 5** operating protocols (OPs) that you think would help you and your team complete this task successfully:

As you complete this task, consider the following questions:

Q: What does leadership look like in action?

Q: Where do you see people (adults & students) in leadership roles?

Q: Where do you see evidence of leadership on a larger scale (homes, families, community, school district, city, nation, globe) affecting what happens in your school?

Q: What do you see people doing or saying that reflects leadership?

Q: What evidence of leadership do you see posted on walls? Entrances? Classrooms?

Q: Think abstract: what symbols and structures in the school connote leadership?

Q: Capture evidence by taking pictures, drawing images, writing quotes of what you hear or sketches of what you see.

Things to Consider for Operating Protocols:

- Time on task.
- Respect for other students and teachers.
- School rules/expectations.
- Appropriate behavior.
- How an iLeader should act.

1. .....
2. .....
3. .....
4. .....
5. .....

Share your top OPs with the iLead team by writing them on the board. If you see someone else has already written yours down, do not add it to the list; just put a check mark next to it.

Once all OPs are up, you may vote for your favorites using three stickers. You can use your stickers on individual OPs or combine them to vote more than once for an OP you really like.

Tally the votes.

iLead

Now that your iTeam has developed a list of operating protocols for this task, write them in the chart on the right, & **sign your name pledging** to follow these guidelines on this task.

Take this with you on your leadership exploration session. Part of your evaluation on how successfully you completed this task will be based on adhering to these operating protocols.

Record the start and end time, and make sure someone in your group has a watch. You have 20 minutes to complete this task.

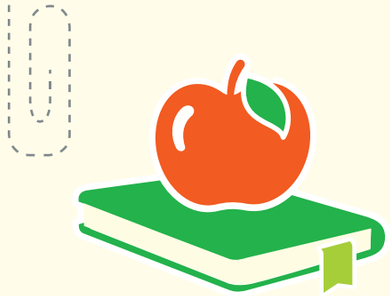
iPledge

1. .....
2. .....
3. .....
4. .....
5. .....

Signature
(indicates that you agree to following all operating protocols)

Start Time __:__

End Time __:__



iLearn

Now that you've completed the 1st part of Task No. I, you need to prepare a brief presentation to the iLead group which will then be posted somewhere in the room for the remainder of the iLead experience (so make SURE it's prettified and stunningly beautiful)!

There must be three elements to complete this task successfully:
1. Audio
2. Visual
3. Written

In addition, each member must do a portion of the presentation.
(To see an example of a presentation, go to the "Novice Tasks 1 - 5" group on the iLead Network and look under "Task #1").

Checklist for Presentation:

____ **Audio Portion** (Describe what you will say during the presentation):

.....

.....

____ **Visual Portion** (Describe what you will show/create for your presentation):

.....

.....

____ **Written Portion** (Describe what you will write to describe your leadership experience):

.....

.....

____ **My personal part of this presentation** (Describe what YOU did):

.....

.....

In pairs or threes, develop a working definition of "Leadership" on a large sticky note. When you're done, read & explain your definition to the rest of the iLead team and stick it to the poster board on Leadership. We will revisit & revise these definitions as we move forward in iLead 21.

SPLIT INTO GROUPS OF 3 OR 4

and discuss your responses to the question(s) you are assigned below:

Q.1: Who do you consider to be a positive leader that most people DON'T KNOW? Why do you consider him/her a leader?

Q.2: Is there such thing as a "perfect leader?" Why or why not?

Q:

Q.5: Does an effective leader today look or act differently from an effective leader 100 years ago? How or how not?

Q.3: Can anyone learn to be a leader? Why or why not?

Q.6: What do you think is the worst fault a leader can have?

Q.4: To be a leader, do you have to have followers? Why or why not?

Q.7: How do you learn to be a leader? What are the steps to developing leadership?

Q.8: What is the best quality a leader could have?

Q.9: Why does leadership matter?

Q.10: Are all people in leadership positions true leaders? Why or why not?

Once group time is up, jigsaw with the other iLeaders to share your group's question and discussion. To jigsaw, each member of your group counts off, 1 to 3 or 4, depending on how many people were in the group.Then new groups of like numbers are formed: 1s group with 1s, 2s with 2s, and so-on, so that each new group has one member from each original group.

iReflect

In future tasks, you will rate how well you think you did on each task, and another iLeader will rate your effort also. You may or may not be choosing who rates you, so make sure you're working hard all of the time!"

Q: So what is leadership?

You've photographed it, drawn it, looked for it, wrote about it, and discussed it, but that's just the warm up. We will spend a lot of time working with the concept of leadership throughout the iLead 21 experience, because learning about leadership takes time, practice and experience. It is impossible to read about leadership and poof! become a great leader.

Take one or two class periods to work through the leadership activities in this section. What you begin to learn here will impact the rest of your iLead journey.

DISCUSSION STARTER:

Was (or is) each person below a leader? Circle "yes" or "no" and be prepared to defend your answer.

__ GHANDI	YES	NO
__ HITLER	YES	NO
__ MADONNA	YES	NO
__ FANTASIA	YES	NO
__ HILLARY CLINTON	YES	NO
__ TIGER WOODS	YES	NO
__ MICHAEL PHELPS	YES	NO
__ YOUR PRINCIPAL	YES	NO
__ YOU	YES	NO
__ BILL CLINTON	YES	NO
__ JOHN MAYER	YES	NO
__ BEN STILLER	YES	NO
__ WRIGHT BROTHERS	YES	NO
__ YOUR MOM/DAD (PICK ONE)	YES	NO
__ HELEN KELLER	YES	NO

After you circle yes or no, go back and put a star next to all of the leaders that you believe were or are good leaders.

Now that you have begun thinking about leadership and its role in your school, your life and in the world, it's time to 'reflect' on the process and outcomes of task #1. Before we do that, however, let's talk a little bit about what reflection is and why it is so important.

Think of reflection as looking carefully in the mirror to inspect how you look before you come to school each day. When you look in that mirror, what are you looking for? Maybe you're looking for anything that might embarrass you: messy hair, food in your teeth, missing or ripped clothing, unmatched socks. Or maybe you want your hair to be messy, your clothes unmatched. Whatever look you want to create, you use the mirror reflect what's working and what's not. You alter your appearance based on what you see in the mirror.

Reflection as a skill then, is much like inspecting yourself in the mirror. When you reflect, you do not simply report facts. You think about something critically—in this case how Task #1 went and what you have started to learn about leadership—and discuss what you thought went well, what went poorly, what you learned and what you still question.

Task and skill reflection will be an important piece of information during your mid-term and final leadership assessments, so take the time to write with as much reflective detail as possible. At the end of each reflection section, you will be asked to identify a "snapshot" of your leadership growth, which will become part of your "iGrow leadership suitcase" (to be explained in greater detail in later sections).

For this 1st reflection section, you will be asked to consider several questions in your responses. As you move on in the iLead experience, you will be asked fewer questions, and be expected to write your own reflection questions and detailed responses.

Q: How well did the iTeam collaborate (work together to ensure that all voices and ideas were considered) on the list of operating protocols?

Q: What problems did the iTeam or your smaller groups face when trying to collaborate with one another?

Q: What went well with Task #1?

Q: What did not go well?

Q: How well or poorly did you follow the operating protocols for this task?

Q: What, if anything, have you taken away from task #1 and related activities, questions and discussions?

Q: What, if anything, did you disagree with during Task #1 and related activities and discussions?

Q: What questions do you have (what do you want to know more about)?

Reflect on the Leadership Language:

After this task how well do you understand the following terms?

Operating Protocols	Not at all	Slightly	Kind of	Pretty well	Perfectly
Leadership	Not at all	Slightly	Kind of	Pretty well	Perfectly
Reflect/ Reflection	Not at all	Slightly	Kind of	Pretty well	Perfectly
Collaboration	Not at all	Slightly	Kind of	Pretty well	Perfectly

Snapshots:

Identify or create at least ONE artifact (picture, piece of writing, drawing, tech page, or something else) that represents something you took away from Task #1. This snapshot of growth or learning will be placed in your iGrow leadership suitcase, which you will learn more about in the next section.

And Finally . . .

Complete the self/peer task evaluation form. Your Coach will provide this and will explain how it is to be completed and scored. Turn completed forms in to your coach.

Tokens Earned:

Based on the self/peer evaluations, you can earn:
- 1 token for scoring a 60% or higher
- 0 tokens for scoring less than a 60%

i Earned _____ Tokens for TASK #1.

An Introduction to the iLead 21 Leadership Experience.

OK, I know what you're thinking.

You just read the word, introduction, and thought to yourself, "hey wait a minute, I just finished the first task and now you're giving me the introduction. What's up with that?"

In most cases and in other books, you'd be right, but this isn't most cases and is definitely not another book! In fact, this book doesn't even have chapters, so try not to think of it as a book at all, but rather a formula or path to help you create your own personal leadership journey.

This section is the ONLY TIME you will sit and read, I promise! But the information here will familiarize you with the iLead language, structure, expectations, and guidelines, so pay attention because to be successful in iLead, you need to know this. **Trust me.**

To help get you up to speed with the iLead 21 experience, let's first look at what iLead 21 is NOT and then, for what iLead 21 IS.

iLead 21 IS NOT: ✕

- ✕ **Another class** with homework, test, and quizzes
- ✕ A place for you to **sit 'n get** (you sit there and the all-knowing teacher tells you everything you need to know)
- ✕ **A study hall or free period** where you can catch up on last night's homework
- ✕ An experience that **will be the same** for all iLeaders
- ✕ A place where there is **one right answer**

iLead 21 IS: ✓

- ✓ A leadership journey that is **unique** to all team members
- ✓ A 3-year process of **leadership development**
- ✓ A place to **practice and improve** your leadership skills
- ✓ A time to **work with people** you may and may not agree with: both will make you a better leader
- ✓ Successful ONLY if you commit to **being involved** and doing your best on all tasks and activities

But why develop leadership skills at all?

The reality is that you are growing up in a time of rapid change, where things that have been stable for decades or even centuries are now forever altered. To put this into context, let's consider newspapers. For centuries, people have relied on the daily paper to get the majority of their local, national, and international news. But with advancements in technology, people can now access news seconds after events occur! And people don't have to be employed by a newspaper to report the news. All they need is a camera and access to the internet, and viola, they can report news they see.

Technology has forever changed the way people access information, and has crippled an industry that has been stable for years.

So what does this have to do with leadership?

This example illustrates that now more than ever, you need to develop the leadership skills that will allow you to create your own vision of the future, not one determined by someone else for you. The pace of change right now is fast, and what was once predicable and stable is now on shaky ground. You need to be the architect of your own future, and to do that requires solid leadership skills. Regardless of what you choose to do with your life, leadership skills will help you succeed.

So you've already completed one task and are on your way to rising up the leadership ladder, but you still don't really know what to expect yet, do you? Don't worry; this section will tell you everything you need to know. Grab a highlighter or pen.Make notes as we go, ask questions or just read along.

You can come back to this section any time you need to review.

An iLead Glossary…

iLead 21 has its own leadership language that you will hear and use throughout iLead 21. Here's what it all means:

iLead team: Your iLead Team is your entire group (class). Each school may have a few iLead Teams, but your team is the one you meet with regularly.

iLead group: This is a smaller sub-section of the iLead Team. For each task, your iLead Team will divide into specific, smaller iLead Groups. These groups may be people only in your iLead Team or might be a combination of members from multiple iLead Teams within the school or even in the global iLead 21 network.

iLead network: As a member of an iLead Team, you will be connected to other iLeaders around the country and across the globe through the iLead Network. This will be explained more completely at the end of this section.

iLeader: That's you! You are an iLeader, and will be working on climbing the 21 levels of leadership development.

iCoach: As you can probably guess, this is the person who will "coach" you through your iLead experience. The iCoach will have 2 or 3 iLeaders who will act as apprentices. If you stay in iLead for the full three years and progress through the 3 leadership stages, you will learn how to be an iCoach to your own team of iLeaders.

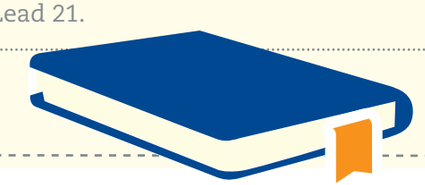
leadership ladder: This represents the 3 stages and 21 levels of leadership development. Based on your effort in tasks, personal growth, reflections, and assessments, you can progress up through 7 levels of leadership each year.

iLead tokens: To move from one level to the next on the leadership ladder requires a certain number of iLead tokens. To earn a token requires a combination of task completion, reflection, growth, and leadership skill practice and implementation. The number of tokens you can earn varies by degree of difficulty of the leadership task or activity.

iGrow leadership briefcase: This can take many forms: a folder, suitcase, briefcase, binder, electronic file, or anything else you create to hold the artifacts from each task snapshot. These artifacts and briefcase will then be used during a mid-term and final presentation to demonstrate your leadership growth.

tasks: The specific leadership task or job that your iLead Group must complete. This program is broken up into 20 tasks and each task has several elements (see next section).

iLead job: This job is one that you will have for the entire iLead experience this year. You will apply and interview for this position (which will be explained later), and will have associated job responsibilities throughout iLead 21.



What are Tasks?

All activities in the iLead experience are contained in the 20 tasks in this book. Each section outlines a specific leadership task or job that your iLead Group must complete. Tasks are broken down into 6 parts:

Getting in the Zone: This is the 1st section of all tasks, except Task #1. It is a time to mentally and physically get ready for iLead, and generally involves some sort of ice-breaker or group activity. GET INVOLVED in this section—make suggestions to your iCoach and run the "Get in the Zone" activity yourself—THAT shows real leadership initiative!

iThink: This is where you find out what the task is, and begin thinking about what skills you will need to complete this task, what role you will play, and how much time your iLead Group will need to complete the task.

iPlan: You and your iLead Group will plan the process of completing the task successfully. You will create a timeline, benchmarks, goals, and method of evaluation and assessment. Your group will also decide who will be the task manager (leader of that task).

iLearn: The two sections, iLearn & iLead, generally happen simultaneously. You will learn about specific leadership skills WHILE you actually complete the task (lead). As you encounter problems or barriers, you will learn specific strategies and skills for managing these issues.

iLead: This is where you complete the task with your iLead Group. Here, you will test new strategies and leadership skills, encounter setbacks, manage a process and complete a goal. This is where you put the plan your group created in "iPlan" into action.

iReflect: Reflection and assessment processes are key components to iLead 21. There's a saying, "What gets measured gets managed," so here you will think critically about how you did on each task. You'll identify what you did well and what you need to improve, and you will also pick one artifact for your briefcase that shows leadership growth. You will also complete a self/peer evaluation form that scores a number of criteria for completing each task. This score will determine the amount of tokens you earn.

Successfully completing each task:

- *Helps you move to the next leadership level*
- *Ensures that you will stay in the iLead program*
- *Provides a piece of how you will be evaluated in the program*
- *Provides you with the opportunity to practice the leadership skills you will learn about in iLead*

What Does the Title, "iLead 21," Mean?

The title, iLead 21, is broken into 3 distinct parts:

[i] **"i" has a double meaning //1. it represents you**, *the leader-learner as well as your techno-heritage* **//2. You are what's known as a "digital native,"** *meaning that you have never lived without the internet, advanced technology, and all that that entails: blogs, glogs, tweets, social networking, diggs, iTunes, iPods, Facebook, MySpace, & so on.*

[Lead] **"Lead" is pretty self-explanatory** / This is a leadership development program, and when paired with the aforementioned "i," it is about you / **You lead.**

[21] **"21" also has a double meaning //1. First, it refers to the 21st century** / a truly interconnected, global society **//2. Second, the 21 represents 21 levels of leadership development** / *Over the course of three years and with a lot of hard work and commitment to your leadership development, you can move up the 21 levels of the leadership ladder / How do you advance through the 21 levels? Self, peer, and coach evaluation, task completion, skill improvement, and leadership growth demonstration.*

The Three Stages and 21 Levels of iLead 21

iLead 21 is divided into three stages of leadership development: Novice Leader, Emerging Leader, and Practicing Leader. Each stage is identified by name, color, and iLead bracelet, and takes up to a year to complete.

NOVICE LEADER [GREEN]

means beginner, learner or apprentice; therefore you are right now all novice leaders. Even if you view yourself as a leader, you will still learn, practice and have to demonstrate specific leadership skills to move from one level to the next.

EMERGING LEADER [BLUE]

means up-and-coming, budding, or rising. The second stage of iLead 21 thus recognizes that you are no longer a novice leader and provides you greater opportunity to practice and develop your leadership talents.

PRACTICING LEADER [ORANGE]

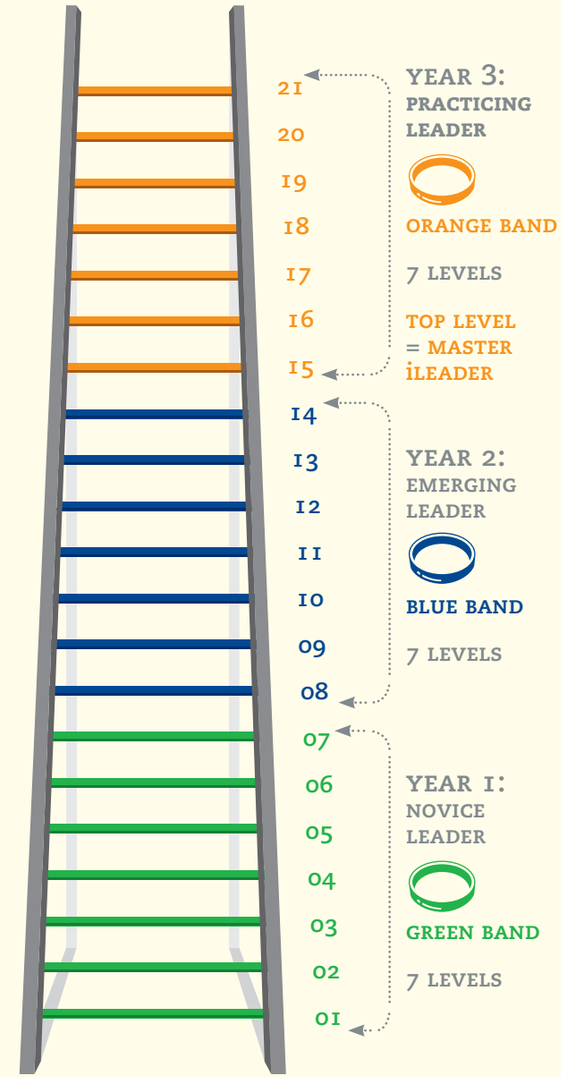
means that you put into practice your leadership skills and talents in all that you do. Notice that this level is not called "Master" or "Expert" leader. To say expert or master implies that there is nothing more to learn; you have reached your highest peak. But practicing conveys the on-going leadership learning and implementation that has now become an integral part of who you are and how you operate.

Each stage is subdivided into 7 levels of leadership development, and iLeaders progress through the levels at their own pace. Because leadership development takes time, practice, and experience, it is impossible to master all 21 levels in less than three years, but if you stick to iLead 21 for the full three years, you will emerge as a confident, seasoned leader.

The Leadership Ladder

Right now, each of you is a **Level One Novice iLeader.** You have a **green iLead bracelet** with your stage on it, and when you complete all of the first seven levels, you will earn the next iLead bracelet, the **blue Emerging Leader band.** After successfully completing levels 8 to 14, you will earn your highest iLead band, the **orange Practicing Leader bracelet.**

But how do you move up the ladder's rungs within each stage?

By earning iLead tokens. You earn tokens for different leadership activities and tasks. How much and how quickly you earn the tokens completely depends on how much effort and growth you demonstrate. In other words, it is **IMPOSSIBLE** to move up the Leadership Ladder just by being on an iLead team. **You have to get involved, track your growth and demonstrate leadership development.**

There is no guarantee that all of you will receive your blue Emerging iLead band by the end of this year. Some of you may move only one or two levels up the ladder; others may complete all seven. The only certain thing is that you can NOT move on to the next stage without earning enough tokens to progress through all 7 levels.