

AT A GLANCE: THE CHALLENGER

KNOW-IT-ALLS assume their job is to know the most and to tell their organization what to do. As a result, they limit the organization to achieve only what they themselves know. The staff wastes energy trying to figure out what the boss thinks. Know-It-Alls believe:

- They are the expert on most subjects, and the organization is a means to putting their ideas in place.

CHALLENGERS set a new course for an organization by provoking thinking, guiding discovery, and laying down a challenge. As a result, they create organizations that deeply understand a challenge and have the focus and energy to confront it. Challengers believe:

- People grow through challenge and want to be stretched.
- There is a difference between giving someone *more* work and giving someone *more challenging* work.

Three Practices of the Challenger:

1. *Ask provocative questions to guide discovery*—Ask questions that provoke new thinking.
2. *Lay down a challenge*—Pose vivid, concrete challenges that extend the organization beyond its current reach, causing the organization to fill the void.
3. *Generate belief in what's possible*—Create belief that the challenge can be overcome, causing people to lean in and take an exploratory step.

Becoming a Challenger:

1. Conduct the *Extreme Questions Experiment* to begin thinking in terms of questions, not answers.
2. Solve a tough problem and challenge status quo with the *Lay a Concrete Challenge Experiment*.