

# A Facilitator's Guide to Photo Jolting: *The Leadership Challenge*

*68 Ways to Increase Clarity, Creativity, and Conversation*  
by Glenn Hughes and Sivasailam 'Thiagi' Thiagarajan

[The Leadership Challenge](#) is a bestselling business classic; selling more than 2 million copies in over 20 languages since its first publication. Based on the extensive research of Jim Kouzes and Barry Posner, the book and workshop prove how leadership is a relationship that must be nurtured, and most importantly, that it can be learned.

[Photo Jolts](#) are a great way to stimulate participants. The use of images makes abstract concepts more concrete; helps generate ideas; and initiates dialogue. Below, we've identified 68 ways that you can use *Photo Jolts!* with *The Leadership Challenge*. Learn more about *Photo Jolts!* activities in [Photo Jolts! Image-based Activities that Inspire Clarity, Creativity, and Conversation](#).

*Note: We're not suggesting that you use all 68 in one workshop! We would recommend that you use one or two Photo Jolts! each day, in areas where your participants require more clarity, creativity, or conversation. In the following activities, 'Share' = one-way conversation, while 'Discuss' = a pair or group conversation.*

## **Orienteering**

1. Choose an image that serves as a metaphor for *your leadership challenge*. Share.
2. Choose an image that serves as a metaphor for *your personal best*. Share.
3. Choose an image that serves as a metaphor for *leadership*. Discuss.
4. Choose an image that serves as a metaphor for *mobilizing others*. Discuss.
5. Choose an image that serves as a metaphor for *wanting to struggle*. Discuss.
6. Choose an image that serves as a metaphor for *shared aspirations*. Discuss.
7. Choose an image that serves as a metaphor for *Model the Way*. Share.
8. Choose an image that serves as a negative example of *Model the Way*. Share.
9. Choose an image that serves as a metaphor for *Inspire a Shared Vision*. Share.
10. Choose an image that serves as a negative example of *Inspire a Shared Vision*. Share.
11. Choose an image that serves as a metaphor for *Challenge the Process*. Share.
12. Choose an image that serves as a negative example of *Challenge the Process*. Share.

13. Choose an image that serves as a metaphor for *Enable Others to Act*. Share.
14. Choose an image that serves as a negative example of *Enable Others to Act*. Share.
15. Choose an image that serves as a metaphor for *Encourage the Heart*. Share.
16. Choose an image that serves as a negative example of *Encourage the Heart*. Share.
17. Form teams of four. Sort each image in the *Photo Jolts!* deck by *which Practice* it best represents.
18. Choose an image that represents your *feelings about your LPI feedback*. Reflect and discuss.
19. Choose an image that represents the *challenges presented by your LPI*. Reflect and discuss.
20. Choose an image that represents the *opportunities presented by your LPI*. Reflect and discuss.
21. Play *Photo Jolt 29: Postcards from...* from [Photo Jolts!](#) to *imagine what others would say to you about your LPI*. Discuss.

### **Model the Way**

22. Choose an image that serves as a metaphor for *honest*. Discuss.
23. Choose an image that serves as a metaphor for *forward-looking*. Discuss.
24. Choose an image that serves as a metaphor for *inspiring*. Discuss.
25. Choose an image that serves as a metaphor for *competent*. Discuss.
26. Choose an image that serves as a metaphor for *credibility*. Discuss.
27. Choose an image that serves as a negative example of *credibility*. Discuss.
28. Choose an image that serves as a metaphor for *your most important value*. Reflect and discuss.
29. Play *Photo Jolt 8: Empathy* from [Photo Jolts!](#) *How is this person Modeling the Way?* Discuss.
30. As table groups, choose one to three images that represent *shared values* for your team.

### **Inspire a Shared Vision**

31. Choose an image that you think is *ideal*. Share.
32. Choose an image that you think is *unique*. Share.
33. Choose an image that you think is *future-oriented*. Share.
34. Choose an image that represents the *common good*. Share.
35. Choose an at least one image that represents the *present state of your organization*. Reflect and discuss.
36. Choose an at least one image that represents the *past state of your organization*. Reflect and discuss.

37. Choose an at least one image that represents the *future state of your organization*. Reflect and discuss.
38. Play *Photo Jolt 2: A Christmas Carol* from [Photo Jolts!](#) Put your *past, present, and future images together to share your vision*. Discuss.
39. Play *Photo Jolt 5: Building the Bridge* from [Photo Jolts!](#) to *close the gap between today and tomorrow*. Discuss.
40. Play *Photo Jolt 26: Book by its Cover* from [Photo Jolts!](#) to *understand how your organization is viewed by others*. Discuss.
41. Play *Photo Jolt 43: White Space* from [Photo Jolts!](#) to practice *looking 'outside the frame'*. Discuss.
42. Form teams of five. Shuffle the *Photo Jolts!* image deck. Place one image on the table. Tell the five participants, "If this image is - in any way - representative of your ideal future, silently put your finger on it". If the card has three or more fingers on it, discuss. If not, deal another image. Continue until the team has identified three shared images. Discuss this *Shared Vision*.

### **Challenge the Process**

43. Choose an image that represents *risk*. Share.
44. Choose an image that represents *a lesson you've learned*. Reflect and discuss.
45. Choose an image that represents *a small victory*. Share.
46. Play *Photo Jolt 17: Ethnographer* or *Photo Jolt 18: Naturalist* from [Photo Jolts!](#) to practice *examining your environment* more closely. Discuss.
47. Outsight: Choose a random image. Ask what actions it suggests. *How can these actions be applied to your situation?* Discuss.
48. Play *Photo Jolt 8: User Experience* from [Photo Jolts!](#) *How would this animal or person approach your situation?* Discuss.
49. Play *Photo Jolt 24: Sunny Monkey* from [Photo Jolts!](#) to *generate useful metaphors for your situation*. Discuss.
50. Play *Photo Jolt 48: Lessons From...* from [Photo Jolts!](#) to *practice 'outsight'*. Discuss.
51. Choose an image that serves as a metaphor for *your obstacles*. Share.

### **Enable Others to Act**

52. Choose an image that serves as a metaphor for *dignity*. Share.
53. Choose an image that serves as a metaphor for *respect*. Share.
54. Choose an image that serves as a metaphor for *powerless*. Share.
55. Choose an image that serves as a metaphor for *powerful*. Share.
56. Choose an image that represents a time when you *felt powerful because of others*. Reflect and discuss.

57. Choose an image that represents a time when you *felt powerless because of others*. Reflect and discuss.
58. Choose at least one image that serves as a metaphor for *trust*. Share. How can you build this kind of trust with others? Discuss.
59. Play *Photo Jolt 32: Risk Assessment* from [Photo Jolts!](#) to *identify barriers or risks that you or your organization have created*. Discuss.

### **Encourage the Heart**

60. Play *Photo Jolt 8: Empathy* from [Photo Jolts!](#) to *practice reading and understanding people*. Discuss.
61. Choose an image that serves as a metaphor for *celebration*. Share how can you celebrate like this.
62. Choose an image that represents the most *meaningful recognition* you have ever received. Reflect and discuss ways to provide this type of recognition.
63. PNR: Form triads. Player one chooses three negative images and one positive image from the deck. Player two chooses three negative images and one positive image from the deck. Player one gives their cards to player three, saying, "These are for you". Player two does the same. How does player three feel about players one and two? Discuss *positive negative ratio*.
64. Appreciation: Find a partner in the room. Choose an image that represents something you *appreciate* about this person. Share with them. (Watch authors Nancy Duarte & Garr Reynolds play [Appreciation](#)).
65. Bonus! Tie your *appreciation photo to one of your values photos* or to your future vision photos. Share.

### **Committing**

66. The *Five Practices Game*: Form teams of four participants. Deal five image cards to each participant. In the first round, player one names one of the Five Practices, selects an image that best represents the practice, and places the card face down on the table. Other players select their best images for that practice and place them on the table. Player one shuffles the photos and turns them face up on the table. At the count of three, all players point at the photo that best matches the practice. Players cannot vote for their own card. The winner keeps the cards. Each player takes a new card from the deck. Player two then begins round two. Continue until the deck is consumed. The player with the most cards at the end is declared the winner.
67. Choose an image that represents your *goal*.
68. *10-minute review*: Give each participant one of these 20 core concepts (1: leadership challenge, 2: personal best, 3: model the way, 4: inspire a shared vision, 5: challenge the process, 6: enable others to act, 7: encourage others

to act, 8: honest, 9: forward-looking, 10: inspiring, 11: competent, 12: credibility, 13: values, 14: vision, 15: small victory, 16: powerful, 17: powerless, 18: recognition, 19: positive negative ratio, 20: appreciation). Ask each participant to select an image that serves as a metaphor for his or her concept. Recap the learning by sharing these concepts in order.

*Learn more:*

- About *The Leadership Challenge* at [www.leadershipchallenge.com](http://www.leadershipchallenge.com)
- Buy *The Leadership Challenge* from Amazon.com
- Attend *The Leadership Challenge Workshop* at [www.sonomaleadership.com](http://www.sonomaleadership.com)
- About *Photo Jolts!* at [www.PhotoJolts.com](http://www.PhotoJolts.com)
- Or [www.youtube.com/smartashellvideo](http://www.youtube.com/smartashellvideo)
- Buy *Photo Jolts! Image-based Activities that Inspire Clarity, Creativity, and Conversation* from Amazon.com
- Did you create a new *Photo Jolt*? Share it with us at [info@smartashell.com](mailto:info@smartashell.com)
- About Glenn Hughes at [www.SMARTasHell.com](http://www.SMARTasHell.com)
- About Thiagi at [www.Thiagi.com](http://www.Thiagi.com)

**Glenn Hughes** is an award-winning photographer and facilitator, Director of Global Learning at KLA-Tencor, and founder of SMARTasHell.com. His instructional design credits include Nancy Duarte's *slide:ology* workshop, Ed Muzio's *Make Work Great* workshop, and Rick Gilbert's *Speaking Up* workshop. In 2013, Glenn received two 2013 Facilitation Impact Awards from the International Association of Facilitators, recognizing the world-class results that he and his clients have achieved. He is a frequent speaker at international conferences, including ASTD, ISPI, IAF, and TRAINING.

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