

Lead by Example - Follow through on your commitments

- It is important for others to know that what the leader says they will do, will happen.
- Do not over promise.

Establish Collaborative Relationships - Look for ways to work collaboratively with others

- Use every interaction as an opportunity to collaborate.
- Invite others to share and engage in active discussions.
- Seek out “expert” opinions outside your immediate team.

Be Action Oriented - Look for opportunities for improvement

- Ask how you can help.
- Dedicate time to explore and identify areas for improvement.
- Think like your customer.

Develops Others - Regularly express confidence in others

- Give regular reinforcement about the individual’s skills and abilities.
- Watch for opportunities to identify what “good” behavior looks like.
- Be cautious about public forms of recognition. Many employees may not appreciate the attention.

Explore Long-term Outcomes - Maintain the ethical standards of the organization

- Uphold the organization’s ethical standards at all times.
- Question anything that might violate company standards or policies.
- Set the standard for others to follow.

Remain Objective / Avoid Blame - Listen to what others have to say

- Actively listen to hear and understand others’ viewpoints.
- Avoid “thinking” of responses and instead focus on listening.
- “Show” that you are listening but watching your body language and other non-verbal cues.

B

Lead by Example - Admit your mistakes

- Acknowledge when you make mistakes.
- Let others know that when mistakes happen, they need to be addressed, not hidden.
- Focus on lessons learned.

Establish Collaborative Relationships - Proactively address conflict or issues

- Be willing to acknowledge problems as they arise.
- Search for areas of agreement.
- Acknowledge areas of disagreement.

Be Action Oriented - Speak up when you see an issue or problem

- Address problems before they have a chance to grow.
- Silence isn't safe.
- Remember, a leader's inaction to a problem may be viewed as acceptance or condoning the problem.

Develops Others - Provide clear and effective feedback

- Remember, feedback is just information and most people want the information.
- Be careful that the feedback does not turn into a critique or criticism.

Explore Long-term Outcomes - Consider short term and long term impacts

- Think about how your actions today will impact the organization, next week, next month, next year.
- If an action will be bad for the organization long term, it is never the correct short-term answer.
- Make decisions based on the collective good of the organization.

Remain Objective / Avoid Blame - Focus on the problem, not the person

- Avoid putting others on the defensive. Select your language carefully.
- Stay focused on the issue or behavior you want to address, not the employee.
- Don't let the conversation turn into attacks and criticisms.

Lead by Example - Model the behavior you expect to see from others

- Set the example in your own actions, words, and behaviors.
- Demonstrate the “right” way.
- Remember, others learn as much from your actions, as they do from your words.

Establish Collaborative Relationships - Share information with others

- Keep everyone in the loop.
- “Cast a wide net”—it is better to over-share than under-share when it comes to important information.
- Include others in discussions/decisions that involve them.

Be Action Oriented - Take ownership of the decision making process

- Be decisive.
- Demonstrate good problem solving skills.
- When you make a decision—make it public.
- Delegate authority for others to act—but maintain responsibility.

Develops Others - Seek opportunities for others to develop new skills

- Encourage employees to share interest.
- Actively seek out areas where increased skills will benefit the employee and the team.
- Practice brainstorming to find hidden talents in others.

Explore Long-term Outcomes - Help connect the day-to-day work to long term goals

- Communicate the link between activities and results.
- Help everyone understand how the work that they do impacts the big picture.

Remain Objective / Avoid Blame - Focus on fact finding, not fault finding

- Ask the right questions. You should be looking for facts about what occurred, not who is to blame.
- It is important to create an environment where employees “understand” that addressing issues is how we improve.

D

Lead by Example - Handle conflicts in a constructive manner

- Learn to view conflict as a constructive element of your team.
- Create a supportive environment for conflict conversations.

Establish Collaborative Relationships - Remain open and hear what others have to say

- Actively seek out others' opinions.
- Listen and truly hear what others are saying.
- Be willing to consider all ideas.

Be Action Oriented - Listen and consider all points of view

- Actively ask for others' opinions.
- Seek out others whose opinions you know will be different than yours.
- Be open to all possible answers.

Develops Others - Encourage others to share their thought and ideas

- Ask for ideas. Let them know you are interested.
- Ask open ended questions to gather more information.
- Assume that others know things that you don't.
- Encourage suggestions and celebrate those that are used.

Explore Long-term Outcomes - Set compelling goals that motivate action

- Without clear goals, employees can feel unmotivated or unsure where to direct their energy.
- The more employees can weigh-in on their work, the more they will buy-in on your goals.

Remain Objective / Avoid Blame - Be aware of your personal biases

- Recognize that your own thoughts and/or biases may get in the way.
- Slow down during important decisions—evaluate the options before moving forward.
- The more prevalent the biases, the more opinions you need to gather.

Lead by Example - Remain open to new ways of doing things

- Help yourself and others get out of the “way it’s always been done” mindset.
- Encourage everyone to share their ideas.
- Encourage creative thinking.

Establish Collaborative Relationships - Be approachable for others

- Always thank others for sharing information or concerns.
- Assume the person has good intentions.
- Ask questions to increase your understanding.

Be Action Oriented - Be realistic in your expectations

- Make sure you fully understand the situation or issue.
- It’s ok to “push” expectations, but be careful not to push beyond what can be accomplished.
- Aiming too low and aiming too high, both can be detrimental.

Develops Others - Actively coach and mentor others

- Developing new skills in others takes time. Allocate time in your daily schedule for it.
- Help others learn to think, take action, make decisions and trust themselves to do so.
- Telling is not coaching.

Explore Long-term Outcomes - Always think about the future

- Identify the steps necessary to bring projects to completion.
- Think about how the things you do today, will impact you and others in the future.
- Anticipate changes and challenges and help employees to address them head on.

Remain Objective / Avoid Blame - Be fair and consistent when addressing issues

- People always know what to expect from a consistent leader.
- The best way to demonstrate consistency is the absence of contradictions.
- A fair leader holds everyone to standards and is reasonable with their responses.