

Leadership Behaviors Organized by Practice



MODEL THE WAY

1. I set a personal example of what I expect of others.
6. I make certain that people adhere to the principles and standards that have been agreed upon.
11. I follow through on the promises and commitments that I make.
16. I ask for feedback on how my actions affect other people's performance.
21. I build consensus around a common set of values for running our organization.
26. I am clear about my philosophy of leadership.



INSPIRE A SHARED VISION

2. I talk about future trends that will influence how our work gets done.
7. I describe a compelling image of what our future could be like.
12. I appeal to others to share an exciting dream of the future.
17. I show others how their long-term interests can be realized by enlisting in a common vision.
22. I paint the "big picture" of what we aspire to accomplish.
27. I speak with genuine conviction about the higher meaning and purpose of our work.



CHALLENGE THE PROCESS

- 3. I seek out challenging opportunities that test my own skills and abilities.
- 8. I challenge people to try out new and innovative ways to do their work.
- 13. I actively search for innovative ways to improve what we do.
- 18. I ask "What can we learn?" when things don't go as expected.
- 23. I identify measurable milestones that keep projects moving forward.
- 28. I take initiative in anticipating and responding to change.



ENABLE OTHERS TO ACT

- 4. I develop cooperative relationships among the people I work with.
- 9. I actively listen to diverse points of view.
- 14. I treat others with dignity and respect.
- 19. I involve people in the decisions that directly impact their job performance.
- 24. I give people a great deal of freedom and choice in deciding how to do their work.
- 29. I ensure that people grow in their jobs by learning new skills and developing themselves.



ENCOURAGE THE HEART

- 5.** I praise people for a job well done.
- 10.** I make it a point to let people know about my confidence in their abilities.
- 15.** I make sure that people are creatively recognized for their contributions to the success of our projects.
- 20.** I publicly recognize people who exemplify commitment to shared values.
- 25.** I tell stories of encouragement about the good work of others.
- 30.** I get personally involved in recognizing people and celebrating accomplishments.