

Leadership Behaviors



Builds High Trust Relationships

- Is trustworthy,
- Respects other's backgrounds, talents and expertise
- Creates "We" vs. "Them"
- Creates positive, fear-free environment
- Recognizes excellence, gives credit
- Open to employee's issues, feedback
- Avoids negative, hasty assumptions about other's competence and character
- Recognizes and addresses needs/fears of employees
- Gives employees benefit of the doubt
- Interacts with employees at various levels, face-to-face
- Personally addresses new processes, changes
- Gives employees freedom to do the job



Communicates Effectively

- Initiates two-way communication
- Requests feedback on personal behavior/conduct
- Rewards messenger
- Gives honest, timely performance feedback to employees
- Works through conflicts
- Shares accurate, timely information
- Handles sensitive and confidential information appropriately
- Communication style is open, attentive, and encouraging
- Conflict behavior is responsive, respectful



Makes Effective Decisions

- Leads change
- Makes business decisions based on corporate interests, not self-interest
- Gives/receives feedback on own strength/developmental needs
- Drives operational performance
- Clearly articulates strategic plan, goals
- Seeks input, reality checks on decision making
- Establishes clear accountabilities
- Helpful, resourceful
- Uses input expeditiously
- Open to other's ideas
- Participatory problem solver
- Admits mistakes, rather than blaming and making excuses
- Encourages cooperation between people, teams, divisions, and companies



Sets a Good Example/Walks the Talk

- Promotes learning for self and others
- Takes responsibility for mistakes
- Makes necessary personal changes
- Promptly addresses trust violations
- Is a positive role model
- Articulate commitment to diversity, customer focus
- Is trustworthy
- Follows through on commitments
- Acts on issues, "walks the talk"