

Leadership

- Is an effective leader
- Is an exemplar – leads by actions
- Paints a future picture of our organisation with emotional appeal
- Develops an effective strategy to achieve the vision
- Communicates the vision
- Inspires people to commit to achieving the vision
- Has a controlled urgency to achieve results

Relationships

- Builds peer relationships with others
- Relationships are based on the present not the past
- Treats people as peers, not competitors
- People trust this leader
- Is honest
- Cares for others
- Displays empathy for others
- Remains calm
- Treats others fairly
- Never puts people down
- Admits errors
- Asks for help, when required

Communication

- Communicates in a respectful manner without patronising people
- Discourages destructive comments about other people or groups
- Encourages vigorous debate
- Provides clear communication to people
- Actively and genuinely listens
- Is calmly assertive

Customers

- Solicits feedback from customers
- Understands what his/her customer really wants and why
- Understands the competitive options available to his/her customers
- Consistently delivers on commitments to customers

Leading and Managing Others

- Puts the right person in the right role
- Generates commitment toward the vision
- People work to please rather than to avoid displeasure
- Provides clarity on people's roles, scope, focus, deadlines
- Creates an environment where people are safe
- Monitors people's behaviours and results constantly
- Creates accountabilities for people for completing tasks
- Creates an environment where people focus on the larger good (avoids turf battles)
- Seeks people's input
- Makes every person feel important and valued
- People begin tasks right away when asked to do something
- People report mistakes and problems (approachable)
- Generates persistence
- People assist each other so that the team succeeds
- Recognises the value of diverse views and opinions
- Celebrates success

Developing Others

- Is a mentor and a coach to people
- Focuses on people's strengths
- Develops successors
- Sets challenges for people
- Gives people the independence to do their job well (avoids micromanagement)
- Asks people what they need in order to do their work better
- Provides developmental feedback timely
- Creates an environment where people succeed
- Creates an enjoyable work environment for people
- Works collaboratively with people
- Shares past mistakes
- Encourages people to challenge the status quo
- Provides effective recognition for others' achievements
- Shares successes

Developing Self

- Takes opportunities presented to them
- Accepts challenges, even though well outside own comfort level
- Commits to achieving challenges
- Keeps up to date with industry issues and technology
- Competent decision making
- Deeply understands his/her own strengths and weaknesses
- Demonstrates effective emotional responses in a variety of settings
- Asks people what he/she can do to improve
- Accepts constructive feedback in a positive manner (is not defensive)
- Loves to challenge the status quo
- Has an inner confidence of who they are
- Is modest
- Is persistent
- Is optimistic
- Wins the right way
- Has a sense of humour
- Doesn't focus on their mistakes