

Leadership – do you 'get it'?

A PRINCIPLES AND BEHAVIOR BASED EVALUATION TOOL FOR
WEEKLY LEADERSHIP CAPABILITY ASSESSMENT – CAN BE USED
BY A TEAM OR FOR SELF- DIRECTED FEEDBACK

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Ten Core Principles of a Leader

Principle #1 Honest and trustworthy

Principle #2 Has an inspiring vision

Principle #3 Positive & enthusiastic

Principle #4 Creative & solution oriented

Principle #5 Is a catalyst

Principle #6 Strives for excellence

Principle #7 Good communicator

Principle #8 Kind and generous

Principle #9 Confident and adaptable

Principle #10 Rejuvenates self and others

Principle # 1 Honest and trustworthy

Has personal integrity. Deals honestly and gains trust.

Honest dealings, predictable reactions, well controlled emotions, absence of tantrums and emotional blackmails, respect for others - all these characteristics help a manager gain the trust of his people. He then becomes the leader of his team. A person without personal integrity will not be able to predict his own reactions to various situations.

*"The glue that holds all relationships together - including the relationship between the leader and the led is trust, and trust is based on integrity." ~ **Brian Tracy***

*"Faith in the ability of a leader is of slight service unless it be united with faith in his justice." ~ **George W. Goethals***

Behaviors:

- Deals honestly with others
- Keeps emotions under control
- Displays personal integrity



Principle # 2 Has an inspiring vision

Has clear long vision. Executes first things first. Inspires others to action.

A great leader has the capacity to visualize the future, to imagine himself already having accomplished his goals and going on to the next set of goals. The further a person can see into the future, the greater his leadership abilities. The leader is able to direct his actions and that of his team towards the visualized future. The great leader has both vision and discipline to work towards achieving his vision. Being a mere dreamer will not get results. It is only when the leader disciplines himself and his team to take action - with patience and perseverance - that fruits can be achieved. The key is to ACT ... and to inspire others to action.

"The very essence of leadership is that you have to have a vision." ~ **Theodore Hesburgh**

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."
~ John Quincy Adams *"Freedom to be your best means nothing unless you're willing to do your best."* ~
Colin Powell

"Effective leadership is putting first things first. Effective management is discipline, carrying it out." ~
Stephen Covey

Behaviors:

- Articulates a vision of the future that includes others
- Helps others direct their actions toward the fulfillment of the shared vision
- Displays personal discipline to work on achieving the vision



Principle # 3 Positive & enthusiastic

Is positive, enthusiastic, committed. Has focus.

Having gained the team's trust, the manager needs to keep them motivated, enthusiastic about the task on hand. The best way that he can do this is by example. Therefore a manager should be positive and enthusiastic if he wants to become a great leader. A great leader is able to focus on the right activities. He communicates, educates and teaches his group members to focus on the important things. Sometimes he directly tells them what to focus on; at other times he gently leads them towards the right activities.

"If you try to catch two hares, you will get none" ~ Proverb

"The person who sends out positive thoughts activates the world around him positively and draws back to himself positive results." ~ Norman Vincent Peale

Behaviors:

- Motivates the team with enthusiasm
- Provides a positive and enthusiastic example
- Communicates, educates and teaches the team



Principle # 4 Creative & solution oriented

Is solution-oriented, creative. Empowers others.

The great leader handles any problem in this manner: He is always innovative & creative in his thinking, encourages and fosters creativity in others, teaches his team to be take calculated risks. A great leader focuses on searching for and discussing solutions and does not harp on the reasons for the problem. This solution-oriented thinking results in a feeling of abundance and plenty from which the great leader operates. This attitude empowers others to think positively and discuss their suggestions - a participatory decision- making environment prevails where people are not blamed.

*"People will forget what you said, people will forget what you did, but people will never forget how you made them feel." ~ **Anonymous***

*"The function of leadership is to produce more leaders, not more followers." ~ **Ralph Nader***

*"Don't find fault, find a remedy." ~ **Henry Ford***

*"Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership." ~ **Colin Powell***

Behaviors:

- Displays innovative, creative thinking
- Encourages creativity in others
- Encourages calculated risks
- Is solution oriented, not blame focused



Principle # 5 Is a catalyst

Is A Catalyst. Fosters self-motivation.

People love to achieve more than they thought they were capable of. Going through this process of over-reaching himself (while in the presence of his leader) just once in his lifetime is very often sufficient to ensure that the staff member acquires the habit of driving himself to greater heights. This leads to self-motivation, removes the dependence on the leader and feeds back into the cycle of excellent performance.

*"I am personally convinced that one person can be a change catalyst, a "transformer" in any situation, any organization. Such an individual is yeast that can leaven an entire loaf. It requires vision, initiative, patience, respect, persistence, courage, and faith to be a transforming leader." ~ **Stephen R. Covey***

*"Treat people as if they were what they ought to be and you help them become what they are capable of becoming." ~ **Johan Goethe***

*"The ultimate leader is one who is willing to develop people to the point that they eventually surpass him or her in knowledge and ability." ~ **Fred A. Manske, Jr.***

Behaviors:

- Positively inspires others to strive to achieve more
- Inspires team members to be independent of the leader



Principle # 6 Strives for excellence

Strives for excellence always. Is a transparent influence.

A great leader exhibits excellence in his activities and expects only the best of outputs from others. He will not tolerate sloppy work, negligence and oversight. He will create the environment where lack of knowledge is bridged through training, mentoring or coaching. Once this is done, he will not tolerate incompetence and carelessness.

YOU MAY HAVE NOTICED 4, 5 AND 6 ARE THREE PHASES IN THE MATURING OF THE LEADER AND HIS TEAM MEMBERS. AT FIRST IN STEP 4 THE MANAGER CREATES A PARTICIPATORY ENVIRONMENT AND EMPOWERS SUBORDINATES, PEERS AND SUPERIORS ALIKE. IN STEP 5, THE LEADER IS A CATALYST HELPING TO SPEED UP THE PROCESS OF PROGRESS AND SUCCESS. FINALLY IN STEP 6, THE LEADER GOES COMPLETELY INTO THE BACKGROUND AND HIS PRESENCE IS NOT NOTICED EXCEPT AS A FEELING OF SECURITY AND EXISTENCE OF A SAFETY NET.

"A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go but ought to be." ~ Charles A. Cerami

Behaviors:

- Models excellence in their own activities
- Holds team members accountable to deliver their personal best
- Does not tolerate carelessness



Principle # 7 Good communicator

Is a good communicator. A great negotiator. Nurtures relationships.

Communication begins with listening. The leader who focuses first on listening to others needs and concerns will ultimately be the one who is most persuasive. Simply for the reason that he or she has first demonstrated that above all else they care about them. Being willing to listen through the frustrations of others is key to helping them achieve the fulfillment of what they are truly capable. Seeking out the 'why' behind others behaviors and concerns allows the leader an opportunity to understand and appreciate how challenging it can be to try to fulfill needs and obligations placed upon them. Offering alternatives to successful achievement can be the heart of any negotiation. Keeping the focus on achieving the goal, but being willing and able to consider alternatives allows a team to have options when moving forward. Nurturing relationships with others involves regarding others as valuable. A worthwhile belief for any leader. Helping them in their efforts and being understanding when they fail shows a respect for their humanity.

"One of the best ways to persuade others is with your ears—by listening to them." ~ Dean Rusk

"The manager asks how and when; the leader asks what and why." ~ Warren Bennis

Behaviors:

- Demonstrates concern for others by listening
- Understands challenges faced by the team
- Offers alternatives to team members and others
- Regards others as valuable



Principle # 8 Kind and generous

Is kind-hearted, generous and giving. Serves others. Empathy for others.

The leader who genuinely cares about others needs first is able to provide the inspiration to create a lasting success: The success of the individual over challenges. Leaders who have an abundance of talent and ability and are willing to share those with others to build something beyond success for the team, but also create opportunity for success for each individual. To genuinely serve others will require the leader's willingness to surrender 'my way' to 'the way'. This will result in enrichment of individuals on a personal level. This is not to say that the leader has no personal stake in the matter, but rather, that he or she values others success as important as theirs, if not more so, and is willing to see to it that these needs are met for the growth of each team member.

"Leadership is an opportunity to serve. It is not a trumpet call to self-importance." ~ J. Donald Walters

"True leadership must be for the benefit of the followers, not the enrichment of the leaders." ~ Robert Townsend

"You cannot be a leader, and ask other people to follow you, unless you know how to follow, too." ~ Sam Rayburn

"The truly wise are content to be last. They are, therefore, first. They are indifferent to themselves. They are, therefore self-confident." ~ Lao Tzu

Behaviors:

- Displays empathy for others
- Is willing to share talents and strengths
- Creates opportunity for success of each individual
- Values others success as important



Principle # 9 Confident and adaptable

Balances confidence with caution. Adapts management style for the situation.

A great leader can balance confidence in his abilities & that of his team with the fuzzy information available to him. He can take good decisions in a timely manner, adapting his decisions according to the level of information (High/Low) available and the confidence level (High / Low).

During adversity, the leader should feel the pulse more often, make and break decisions frequently; manage the resultant change and turmoil; take a more active part in operations; remain optimistic and resilient; combine the capability to adapt to change with the ability to size up situations and people in ways that help them make good choices and avoid pitfalls.

In a stable environment, a great leader should (a) have all the answers yet be willing to empower people (b) be in charge yet delegate effectively (c) set clear directions and guidelines and then get out of the way - allow subordinates and peers to manage the operations (d) develop strategic plans that remain valid over a longer period of time.

"The ability to find meaning and strength in adversity distinguishes leaders from non-leaders. When terrible things happen, less able people feel singled out and powerless. Leaders find purpose and resolve." ~ Warren Bennis

Behaviors:

- Makes good decisions in a timely manner
- Takes an active part in operations during adversity
- Communicates optimism
- Helps the team adapt to change
- Sets clear directions and guidelines



Principle # 10 Rejuvenates self, others

Rejuvenates self and others. Sharpens his axe; transforms his strengths into talents.

Being able to see the worth in others requires that first you are able to see the worth in yourself. Leaders who understand themselves first are able to also understand others, for understanding first relies upon forgiveness. No one is complete in and of themselves, no matter what they would have you believe, and leaders who are honest with themselves and others are able to readily admit their failings, as well as being equally willing to work on them. This example provides more than inspiration, but safety to others so they too can admit their failings, and fosters a willingness to work on overcoming these failings. Being willing to admit failings is only the first step, as leaders must demonstrate a commitment to working on improvement for themselves by allowing and thanking others for feedback and criticism.

*"Act as if you were already the person you want most to be." ~ **Brian Tracy***

*"Nothing splendid has ever been achieved except by those who dare to believe that something inside them was superior to circumstance." ~ **Bruce Barton***

*"The leader who exercises power with honor will work from the inside out, starting with himself." ~ **Blaine Lee***

*"Ability is what you're capable of doing. Motivation determines what you do. Attitude determines how well you do it." ~ **Lou Holtz***

Behaviors:

- Appreciates the worth of self and others
- Is honest with own faults and willing to improve
- Is appreciative of feedback and criticism



Assessment Checklist

Purpose

The following checklist is provided as a diagnostic tool to measure and provide feedback for how well a team feels they are being led on a weekly basis. This information is to be compiled and used to provide positive, reinforcing feedback to the leader so they can continue to provide the best experience possible.

Instructions

Use this checklist every week to assess the leader relationship. Respond 'yes' next to each statement of behavior that was observed. It is not expected nor reasonable that all behaviors will be marked 'yes' every time. This tool will be only as effective for feedback when it is completed honestly over time.

In the past week, my leader:	Yes/No
Principle # 1 Honest and trustworthy	
• Dealt honestly with others	
• Kept emotions under control	
• Displayed personal integrity	
Principle # 2 Has an inspiring vision	
• Articulated a vision of the future that includes others	
• Helped me direct my actions toward a shared vision	
• Displayed personal discipline to work on achieving the vision	
Principle # 3 Positive & enthusiastic	
• Motivated me with enthusiasm	
• Provided me a positive and enthusiastic example	
• Taught me something new	
Principle # 4 Creative & solution oriented	
• Displayed innovative, creative thinking	
• Encouraged my creativity	
• Encouraged me to take calculated risks	
• Was solution oriented, not blame focused	
Principle # 5 Is a catalyst	
• Inspired me to strive to achieve more	
• Inspired me to be independent of themselves	
Principle # 6 Strives for excellence	
• Modeled excellence in their own activities	
• Held team members accountable to deliver their personal best	
• Did not tolerate carelessness in me/others	
Principle # 7 Good communicator	
• Demonstrated concern for me by listening	
• Understood the challenges faced by me/the team	

• Offered alternatives to team and others	
• Regarded others as valuable	
Principle # 8 Kind and generous	
• Displayed empathy for others	
• Was willing to share talents and strengths	
• Created opportunities for success of each individual	
• Valued my success as important	
Principle # 9 Confident and adaptable	
• Made good decisions in a timely manner	
• Took an active part in operations during adversity	
• Communicated optimism	
• Helped me/the team adapt to change	
• Set clear directions and guidelines	
Principle # 10 Rejuvenates self, others	
• Appreciated the worth of self and others	
• Was honest with their own faults and is willing to improve	
• Was appreciative of feedback and criticism	