



# Leadership Strategies

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## Authentic/Humble

- 1. The leader is genuine and not trying to imitate someone else in speech, expressions or gestures. Viewed as the real deal and not modeling or emulating anyone else.**
  - Participate in additional assessments to learn more about yourself.
  - Note your self-defensive positions as these points of information offer tremendous insight into your behaviors.
  - Adopt the attitude that you're "okay" with whatever you learn about yourself.
- 2. The leader puts the interest of others and the team ahead of his/her own self interests.**
  - Meet/exceed the needs of others or the team.
    - Focus on creating a win/win environment.
  - Make whatever sacrifices to meet the team/company's goals and objectives.
  - Assume a "servant leadership" role.
- 3. The leader avoids the limelight while ensuring team members receive recognition for their performance.**
  - Recognize at least 3 - 5 people each day for a job well done.
  - Publicly, i.e., organization newsletter, gatherings, recognize employees/teams for a job well done.

## Transparent

- 4. The leader's words and actions are consistently aligned.**
  - Seek feedback to identify the specific inconsistencies.
  - Do whatever is necessary to eliminate the inconsistencies.
- 5. The leader openly discusses his/her personal values and the organization's values with colleagues.**
  - Now that you have defined your purpose, values and behaviors, bring them to life daily. Select a confidant to provide feedback on how you are living your values.
  - Share your purpose, values and behaviors with your team.
  - Obtain feedback on the perception others have of you living your values.
  - Be willing to use the feedback offered by others to align your behaviors and values.



**6. The leader ensures people are informed about the reasons for his/her decisions/actions.**

- Encourage team members to provide feedback when logic for decisions/actions has not been offered.
- Conduct regular staff meetings.
- Convene impromptu meetings as needed to keep people informed.
  - Be certain team members know as much as is possible for implementing decisions.

**Trustworthy**

**7. The leader acts with integrity, i.e., does what is right, regardless of his/her personal feelings.**

- Seek feedback to identify lapses in acting with integrity.
- Keep people informed of the facts.
  - Provide logic for decisions/actions.
- Willingly admit mistakes/limitations of knowledge.
  - consistently adhere to policies and procedures and hold others accountable to the same standard.

**8. The leader makes every effort to deliver on promises and commitments.**

- Keep commitments both in terms of doing what has been agreed to do and within defined time frames.
- Let others know immediately if what has been committed to cannot be completed as agreed upon.
- Be willing to do what you ask of others.
  - Help other team members competently complete their job responsibilities.

**9. The leader willingly admits his/her mistakes and accepts complete responsibility for his/her actions.**

- Accept responsibility by admitting mistakes immediately.
- Say something like, “I really blew that one.” Or, “I’m responsible for that.”
- Accept the brutal truths about what you’re doing to facilitate or interfere with individual or team’s performance.
- Instead of blaming others, use the leadership principle that “I’m guilty until proven innocent.”
- Demonstrate that you are in control of your behavior through your conscious decisions.
- You are the only person who can change you.
- Demonstrate a willingness to change to improve personal performance.
  - Demonstrate a willingness to add value to daily interactions.



## Approachable

### **10. The leader acts in a self-assured way and is comfortable engaging in conversation.**

- Listen to your fears to identify areas of your personal performance that need additional self-confidence.
- Engage a personal development plan to develop the necessary self-confidence.
- In the words of Susan Jeffers in her best-selling book, *Face Your Fears & Do It Anyway*, “Fake it until you make it.”

### **11. The leader encourages others to provide feedback to improve his/her performance and the organization’s performance. Is receptive to negative information, i.e., does not “shoot messengers”.**

- Create the reputation of consistently asking for feedback.
- Openly accept positive, negative, and constructive feedback.
- Use feedback to improve personal and team performance.
- The following system can help you accept negative/constructive feedback.
  1. Thank the person for offering the feedback. (Remember they’re taking a risk to do so.)
  2. Paraphrase to demonstrate understanding of the feedback.
  3. Ask for a recommendation to improve.
  4. Take notes during the session.
  5. Paraphrase to demonstrate that you understand the recommendations.
  6. Thank the person for the information and ensure they understand the information will be taken into consideration/used.

### **12. The leader demonstrates the courage to challenge others.**

- Identify all sources of frustration as opportunities to improve.
- Conduct brainstorming sessions to generate out-of-the-box ideas.
- Professionally voice disagreement
  - Be unafraid to support and/or make an unpopular but appropriate decision  
Do not be swayed by external pressures to alter personal beliefs or conduct
- Be willing to take calculated risks to improve the organization’s performance.
- Be willing to try new ideas/flexible to change.
  - Use mistakes as learning opportunities.

### **13. The leader is frequently visible throughout the workplace.**

- Schedule a daily walk through your organization.
  - Exhibit friendliness to employees and demonstrate caring as previously listed.
  - Look for an opportunity to recognize an employee for a job well done.



## Purposeful

### **14. The leader openly shares his/her life's calling (purpose).**

- Define your life's purpose.
- Be willing to align your career with your life's purpose. Doing so may require a career change and associated risks.
- Recognize the personal benefits associated with living your life's purpose, e.g., greater enjoyment, satisfaction, (less stress), and being in a better position to give to others while knowing that's a universal purpose for living.
- Discuss your life's purpose and how you are living it without being overbearing.

### **15. The leader encourages his/her people to consider their future and to ensure they are fueling their calling in life.**

- Assist others to define their life's purpose.
- Assist others to create an action plan to live their life's purpose.
- Help others realize the benefits associated with living their life's purpose, e.g., greater enjoyment, satisfaction, (less stress), and being in a better position to give to others while knowing that's a universal purpose for living.

### **16. The leader demonstrates the importance of an effective work/life balance between career, family, and self.**

- Model the balance between career, family, and self.
- Encourage others to schedule time for family events, e.g., family nights, attending children's activities.
- Encourage others to participate in a personal hobby or fitness exercise.
- Follow the advice in Jim Loehr and Tony Schwartzs' *The Power of Full Engagement*<sup>4</sup>, keep your mental, emotional, physical and spiritual energy tanks full.

### **17. The leader seeks to continuously improve his/her performance.**

- Seek constructive feedback from others regarding performance.
- Use the constructive feedback.
- Develop a personal improvement plan and share it with team members.
- Ask team members to be part of a multi-rater assessment process to monitor and help drive behavior changes.
- Develop a personal leadership reading program.
  - Form a book club at work.
  - Encourage others to develop a personal improvement plan.



- 18. The leader ensures that everyone understands that competently completing their responsibilities is essential to achieving the team's mission.**
- Ensure everyone understands the team/company's vision.
  - Ensure everyone understands how their job responsibilities are aligned with the team/company's vision.
  - Ensure everyone understands the standards for tasks. Enforce those standards.
  - *Recognize employees for their achievements through using the formula, "Thank you for doing X, as that helps us achieve our vision which is...."*

- 19. The leader lives the principle that real success is helping others to be successful while the organization accomplishes the mission.**
- Ensure that everyone understands what must be done to help each other to be successful.
  - Proactively meet these needs according to the defined time frames.
    - Keep those affected informed as to the progress being made.
  - Inform others immediately about any interruptions/delays.
  - Encourage others to keep you informed (i.e., provide feedback) as to their perception of meeting their defined time needs.
    - Openly accept both positive and negative feedback.
  - Volunteer to assist at every opportunity.
  - Do something special for others—offer assistance when you see it is needed even if doing so creates an inconvenience for you.

### Respects/Values People

- 20. The leader encourages, listens to understand and then uses the input of others when appropriate.**
- Structure input into decisions that affect others, e.g., staff meetings.
    - Create project committees who make recommendations.
    - Informally, ask others for their input/advice.
  - Use open-ended questions: "What can be done to improve?"
  - Create the reputation of "asking" for input to improve performance.
    - When someone asks you to solve a problem, ask them for a recommendation.
    - Listen without interrupting.
    - Repeat what you have heard to demonstrate understanding.
  - Review the facts and other presented data.
  - Demonstrate that decisions are based on facts rather than "my way" or "that's the way we've always done it" thinking.
    - Focus on the individual offering the information.
    - Limit or eliminate interruptions.
    - Use these presented ideas whenever possible.
    - Empower others to put their ideas to work whenever possible.
    - Recognize others (privately and publicly) for their valuable contributions.



**21. The leader truly cares for others and treats them fairly with dignity and respect.**

- Smile, exhibit friendliness.
- Ask about their personal interests, e.g., family, participation in hobbies, etc.
- Learn about the individual's strengths, weaknesses, greatest achievements and disappointments.
- Be sensitive to other's discouragement/frustration; provide a needed word of encouragement.
- Participate in the excitement associated with success by offering sincere recognition.
- Celebrate organization "victories".
- Encourage others to do their best.
- Consistently apply policies and procedures as agreed upon or as written throughout the team and company.
- Provide equal access to resources, e.g., equipment, computers, tools, etc.
- Share knowledge and keep everyone informed.
- Use everyone's strengths to maximize performance.
- Listen to everyone's input.
- Use everyone's input whenever possible.
- Present constructive criticism in private.
- Inform affected individuals in advance when a sensitive issue is to be discussed at a staff meeting.
- Acknowledge feelings when introducing facts that may not be readily accepted by others, e.g., *"I know not everyone is in agreement..."* Or, *"I know this may be disappointing..."*

**22. The leader strives to minimize what he/she does that adversely impacts working relationships.**

- Ask team members to generate strategies of what you can do to help others to be more successful as a member of the team, as a supervisor, or when working with other teams/departments.
- Quantify the success of using the leadership/teamwork strategies suggested by team members.
- Identify and list your strengths.
- May need to complete assessments, e.g., listed above or the Strengths Finder (See *Strengths Based Leadership* by Tom Rath & Barry Conchie), to facilitate understanding your strengths.
- Accept job responsibilities commensurate with your strengths.
- Empower others to maximize their strengths to complement your strengths and weaknesses.

**23. The leader empowers others to make independent decisions within his/her intent.**

- Decide who is in the best position to make the decision.
- Define results to be achieved.
- Delegate authority and allow the person responsible to decide 'how it is to be done.'
- Define time frame for completion.
- Define the feedback system so you know the results have been achieved



- Get out of the way.
  - Explain how this task fits into the big picture - the goals and objectives.

### **Knows Self**

#### **24. The leader is knowledgeable of how he/she is perceived by colleagues.**

- Complete self-assessments, e.g., Johari Window, Leadership Style, Thomas-Kilman Conflict Resolution, Leadership Values, or personality and mental aptitudes.
- Participate in multi-rater assessments, e.g., 360°, upward assessments, or use the selfassessments listed above.
- Create a “mentoring team” who will give you honest feedback.
- Create the reputation of asking respected colleagues of what you can do to improve performance.

#### **25. The leader is comfortable with who he/she is.**

- Identify your strengths and weaknesses.
- Readily admit your mistakes and/or knowledge limitations.
- Be proud of the strengths that you bring to the workplace.
- Be willing to discuss the impact of your strengths and weaknesses upon working relationships.
- Develop a personal improvement plan while securing input from others.
- Develop the attitude

