

**Mobilize Individual Commitment for Change**

- Lead by example
- Encourage others to model corporate values
- Energize the organization via a compelling picture of future opportunities
- Create a supportive culture with reward systems that reward leadership behaviors
- Inspire and motivate others
- Listen attentively & articulate contributions of others
- Champion individual successes
- Provide appropriate recognition, praise, and rewards
- Build confidence and passion in others
- Be approachable
- Partner to maximize results
- Develop other leaders in the organization
- Influence through win/win solutions
- Enable world class performance of tasks

Set Direction

- Communicate the vision
- Set strategy and drive execution via supporting goals, tasks, & individual accountabilities
- Maintain an environment that supports risk taking and innovation
- Maintain customer focus; internal and external
- Limit personal bias or preferences when leading others
- Staff for effectiveness... and the future
- Drive performance through shared vision, values, and accountability
- Adapt to the accelerating pace of change
- Be forward thinking -- embrace change and transformation
- Remain consistent
- Understand key political, economic, and social trends both domestically and globally

Engender Organizational Capability

- Foster effective communications
- Attract, develop, and retain talent
- Respect and capture collective knowledge
- Value diversity
- Leverage cross-disciplinary knowledge to provide integrated solutions
- Nurture creativity and innovation
- Mentor and coach for growth and success
- Promote collaboration and teamwork
- Provide a stretch orientation to assignments
- Solicit and provide feedback
- Lead efforts to streamline processes and adopt best practices
- Recruit effectively
- Implement succession planning/talent-pool planning
- Cultivate an active network of relationships inside and outside the organization
- Install measurement systems to track results
- Address career and work environment issues that affect retention, including physical and mental health

Demonstrate Personal Character

- Model the ideals – including the values – of the organization
- Assess self and embrace a personal philosophy of lifelong learning
- Inspire trust through ethical behavior
- Accept full responsibility for actions and decisions
- Demonstrate respect for others
- Sustain and build personal relationships with all constituencies, internal and external
- Lead courageously
- Exercise sound judgment
- Adapt and perform under pressure
- Stay on track and do not be deterred or compromised by negative pressure from others
- Appropriately question the actions and leadership of others
- Diffuse conflict and accept criticism