

# LEADERSHIP AGILITY DEVELOPMENT GUIDE

*For use with the  
Leadership Agility Profile™*

*Performance Dimensions Descriptions  
and Development Activities*



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*Agility*  
Consulting and Training

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### Identifying the Essential Performance Dimensions for You

Once you have completed the LAP 360™, you will have a report that identifies your strengths and developmental needs organized by the 5 Drivers of The Agile Model®:

- Anticipate Change
- Generate Confidence
- Initiate Action
- Liberate Thinking
- Evaluate Results

1. Refer to your LAP results (see sample below):

LEADERSHIP AGILITY PROFILE™							Agility Drivers™			J. Sample		AGILITY GAP ASSESSMENT				
							SELF	ALL	TEAM	BOSS	PEERS	DR RPTS	Self	ALL	ALL	
ANTICIPATE CHANGE																
Visioneering	1. See the big picture and consider how each part of the strategy impacts the other	5	3.3	4.1	4.0	4.0	3.0					Self 3.9		ALL 3.2		
	2. Set a clear vision and direction for team to follow	5	3.3	3.0	4.0	3.0										
	3. Understand how the organization needs to change along with the practical implications	4	3.7	3.0	4.0	4.0										
	4. Understand the changing needs of customers and how that relates to goals we should set	5	3.3	4.0	3.0	4.0	3.0									
	5. Demonstrate good business acumen and understand how core business drivers integrate	4	3.0	3.0	4.0	4.0	4.0									
Sensing	6. Recognize organizational support or resistance to change	5	3.0	4.3	4.0	3.0	3.0									
	7. Adapt strategy to changing events or circumstances as necessary	5	3.0	4.1	3.0	4.0	2.0									
	8. Research and leverage competitive developments & trends in the market and/or industry	5	3.3	3.2	3.0	3.0	4.0									
	9. Engage in external activities to learn best practices in the industry and marketplace	2	2.3	3.3	3.0	3.0	4.0									
	10. Establish and leverage approaches to provide early warning signs of impending change	4	3.0	3.3	3.0	3.0	3.0									
Monitoring	11. Identify and examine the forces of change that regularly affect the business	4	2.7	3.6	2.0	3.0	3.0									
	12. Use technology tools to help monitor forces of change	4	3.3	3.6	2.0	4.0	4.0									
	13. Analyze key competitors and develop proactive plans to gain competitive advantage	2	2.7	3.1	2.0	3.0	3.0									
	14. Regularly track key internal or external trends and patterns	3	2.3	3.5	3.0	2.0	2.0									
	15. Regularly find new and better methods to inform our strategy and anticipate change	4	2.7	3.7	2.0	3.0	3.0									
GENERATE CONFIDENCE							SELF	ALL	TEAM	BOSS	PEERS	DR RPTS	Self	ALL	ALL	
Connecting	16. Inspire team to fully understand the organization's strategic intent & key actions	5	3.3	3.7	4.0	3.0	3.0									
	17. Ensure individuals, departments and teams set goals that link to overall objectives	4	3.3	3.7	3.0	4.0	3.0									
	18. Create climate where others feel included and tied to the organization's strategy	5	4.0	4.0	4.0	4.0	4.0									
	19. Model and encourage focus on organizational goals through words and actions	5	3.7	3.9	4.0	4.0	3.0									
	20. Coach team members on how their work impacts company objectives	5	3.7	4.3	4.0	3.0	4.0									
Aligning	21. Take responsibility for all outcomes and learning from both successes and failures	5	3.7	4.6	4.0	4.0	3.0									
	22. Encourage and work to get open and candid communications up, down and across	5	3.3	4.1	4.0	4.0	2.0									
	23. Ensure the necessary resources and key priorities are matched for success	4	3.7	3.9	3.0	4.0	4.0									
	24. Promote ethics and company values in decisions and actions	5	4.0	4.5	4.0	4.0	4.0									
	25. Insure mission and values are deployed through individual goals & accountabilities	4	3.3	3.5	4.0	3.0	3.0									

Before you get started ... remember the **SELF** column reflects your self-assessment; **ALL** column represents the average of everyone who gave you feedback; **BOSS** is feedback from the person you report to (in some cases more than one); **PEER** reflects the average rating from a sampling of colleagues you work with; **DIRECT REPORT** reflects the average rating from a sampling of your subordinates (if any). We like to have at least 2 respondents in the PEER or Direct Report categories ... if we had less than 2 Direct Reports respond ... then there is no score.

2. Scan through the first couple of pages noting those items where the bar graph points to the biggest gaps (in how we see ourselves on a specific leadership behavior vs. how others see us). The bar graph will be in the RED on those items where you have rated yourself higher than the ALL score (average of everyone who gave you feedback). Take note of the differences between how you rated yourself compared to your Boss, Peer and/or Direct Report ratings. Do you have gaps of 2 or more points? Build a list of the items that you have questions about or might need/want further clarification from your boss, peers or direct reports.
3. Review the five individual sheets for the Agile Drivers ... take note of the bar graph differences on sub-categories to help point to broader areas (e.g. bias for action, engaging, creating expectations, etc) to acknowledge strengths or point to development opportunity areas. The overall summary page gives you an even higher level comparison (e.g. anticipating change, generating confidence, etc).
4. Review the narrative feedback from the Open-Ended Questions – often you will get some good and clear messages in this feedback ... as I said before usually both the affirming and challenging kind. Try and “listen” to the message and avoid the natural rationalization and defensiveness that can keep us from hearing good feedback. Whether we agree or disagree with the feedback given ... there is truth in the adage “perception is reality.”
5. Ok, time to take a deep breath and exhale! What are the central themes from the feedback you have received? Are there any consistent messages threaded through the feedback that might even be consistent with previous feedback you have received? Make note of the 2-3 key strengths that may be noted and likewise the 2-3 key development areas. Where are the biggest gaps overall (your rating vs. ALL rating) as well as biggest gaps with your BOSS, PEERS and DIRECT REPORTS?
6. There is space on the LAP 360™ report for you to identify your development priorities in each area and overall. This is also where using your Leadership Development Planner is a useful organizer and action plan. Check to see how you are doing on those things you want to improve.

Sample

### My Leadership Agility Development Planner

Personal development and change are exactly that ... personal. The only sustainable change we make is when we personally take charge and own the commitments we make to ourselves. This worksheet is designed as a simple guide for you to use. This is a simple planner you can use to periodically help refresh and update your leadership journey.

<p><b>MY LEADERSHIP BRAND STATEMENT</b></p> <p>What is it that I "stand for"? When people see me coming, what do I want them to think?</p>	
<p><b>NEAR TERM GOALS</b></p> <p>1-3 year goals for my leadership development</p>	
<p><b>LONG TERM GOAL</b></p> <p>My longer term leadership development goal</p>	
<p><b>BIGGEST PRIORITIES</b></p> <p>What are the 2-3 biggest priorities areas in my personal or business agenda this year? How do I insure working on my leadership agenda is one of them ..?</p>	
<p><b>BIGGEST CHALLENGES</b></p> <p>What are the biggest challenges I will face in my personal or business life this year?</p>	
<p><b>STRENGTHS</b></p> <p>What are the strengths that I can and must leverage to achieve my leadership goals, leverage opportunities and overcome the challenges I will face this year?</p>	
<p><b>DEVELOPMENT NEEDS</b></p> <p>What are the key development needs that I recognize as important and must address if I am to achieve my leadership goals, minimize personal and team opportunities as well as overcome potential challenges I and/or my team will face this year?</p>	
<p><b>COMMITMENT TO ACTION</b></p> <p>Specific things that I am <u>going to do</u> during the next 6-12 months to help the development process in the important areas outlined above ...</p>	
<p><b>SUPPORT SYSTEM</b></p> <p>Who will I enlist to give me candid feedback and accountability for delivering on these commitments?</p>	
<p><b>MEASURING PROGRESS</b></p> <p>Here is how I plan on measuring and tracking progress on these commitments and changes</p>	

### Business Acumen

**Knowledge of and insight into general business principles and practices as well as current business priorities and measurements.**

<p><b>Limited Appreciation:</b> Demonstrates a limited understanding of general business principles. Has little or no directly relevant business experience</p> <p style="text-align: center;"><b>Exemplar Behaviors</b></p> <ul style="list-style-type: none"> <li>• Uses basic knowledge of business principles to achieve objectives</li> <li>• Demonstrates an understanding of basic business concepts and vocabulary</li> <li>• Uses standard business practices effectively</li> </ul>	<p><b>LEVEL 1</b></p> <p style="text-align: center;"><b>Development Activities</b></p> <ol style="list-style-type: none"> <li>1. Ask your colleagues and your manager questions about the business and the organization. You will increase your knowledge of operations and general business issues.</li> <li>2. Read the business section of your daily paper regularly. This will help you become more familiar with ongoing business issues.</li> <li>3. When reading memos or internal documents, underline or highlight business terms that are unfamiliar to you. Take the time to look these terms up in a dictionary or ask someone to explain them to you. You will soon become more knowledgeable about general business principles.</li> </ol>
<p><b>Fair Appreciation:</b> Demonstrates a fair understanding of general business principles. Has some business experience or training. Demonstrates moderate levels of market awareness. Acts with understanding of how own role impacts the team.</p> <p style="text-align: center;"><b>Exemplar Behaviors</b></p> <ul style="list-style-type: none"> <li>• Explains the implications of publicly known market/business events</li> <li>• Ensures that own actions and plans complement the business processes of colleagues and team</li> <li>• Applies principles and theories learned from previous experience or formal business training</li> <li>• Puts together a viable business case</li> </ul>	<p><b>LEVEL 2</b></p> <p style="text-align: center;"><b>Development Activities</b></p> <ol style="list-style-type: none"> <li>1. Read publications such as <i>Business Week</i>, <i>The Financial Post</i>, <i>Fortune</i>, <i>The Wall Street Journal</i>, etc. These kinds of newspapers and journals will expose you to the business issues of the day.</li> <li>2. Read the company's annual report. Ask questions of your manager or volunteer to present a summary at a meeting. You will become more familiar with the company, its performance and its goals for the future.</li> <li>3. Conduct a review of the department's expenditures against budget to date. Determine the expenditure that enhanced the cost-effectiveness of the department and expenditure that gave no tangible benefit. This activity will help you better use business principles and tools at the departmental level.</li> </ol>

### Business Acumen

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<p><b>Good Appreciation:</b> Demonstrates a good understanding of general business principles. Has general business experience or training. Understands how to control costs and produce profit. Demonstrates market and competitor awareness. Acts with understanding of how team impacts company's bottom line.</p> <p><b>Exemplar Behaviors</b></p> <ul style="list-style-type: none"> <li>• Uses a balanced variety of measures (e.g., results, customers, process and external benchmarks) to improve business performance</li> <li>• Drives team efforts to remain within budget</li> <li>• Takes account of market forces when setting objectives, planning, resources, etc.</li> </ul>	<p><b>LEVEL 3</b></p> <p><b>Development Activities</b></p> <ol style="list-style-type: none"> <li>1. For a project you are managing, analyze the cost structure of the project and what it is costing the organization. By identifying the cost drivers you will be more able to control or influence these factors and thereby increase profits.</li> <li>2. Volunteer to explain and field questions at an inter-functional meeting on how your department's goals support those of the organization. This will test your understanding of the topic and increase your knowledge.</li> <li>3. Identify your top five competitors and conduct research to learn more about their operations. Think about what differentiates your company and how your performance could support that. Share your findings with others to obtain feedback and assist others to improve.</li> </ol>
<p><b>Excellent Appreciation:</b> Demonstrates excellent understanding of general business principles. Has high level of business experience or training. Is sales conscious and seeks efficiency in maximizing gains and profitability. Has an excellent understanding of the market and detailed knowledge of the competition.</p> <p><b>Exemplar Behaviors</b></p> <ul style="list-style-type: none"> <li>• Identifies or describes the potential risks and opportunities presented by geopolitical changes</li> <li>• Contributes to plans/projects by providing in-depth insights on target markets and/or competitors involved</li> <li>• Describes the implications/ opportunities of market events, where the information is not public knowledge</li> </ul>	<p><b>LEVEL 4</b></p> <p><b>Development Activities</b></p> <ol style="list-style-type: none"> <li>1. Research a troubled project, research its history and objectives and make a determination about how to turn it around most profitably and effectively. Share your recommendations with the appropriate parties.</li> <li>2. Create a case study for yourself by identifying a region or country in which your company has enjoyed limited success. Learn as much as you can about the circumstances, and analyze how you would deal with the situation. This will help expose you to situations in which the competition and environment are different from what you are used to.</li> <li>3. Ask for the opportunity to manage a profit center. This experience will provide you with a business challenge and help to hone your business abilities in an actual setting.</li> </ol>

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#### **CONSEQUENCES OF OVER-RELIANCE**

*Consequences of Over-Reliance on Business Acumen:* A thorough knowledge of the business and the market is essential for success. However, if this knowledge is gained at the expense of other skills such as people management, you will have difficulty implementing any of your ideas and will become pigeon-holed as a business technician.

#### **SUGGESTED READING**

##### **OVERVIEWS:**

Sull, D. How to Thrive in Turbulent Markets. *Harvard Business Review*. February 19, 2009

Doz, Y. & Konsonen, M. (2008). How agile is your strategy process? *Strategy Magazine*. 16. 6-10.

Glassmeyer/McNamee Center for Digital Strategies (2007), The Agile and Resilient Enterprise. A Thought Leadership Roundtable on Digital Strategies. Tuck School of Business

Haeckel, S. (1999). *Adaptive Enterprise: Creating and Leading Sense-and-Respond Organizations*. Boston: Harvard Business School Press.

Hamel, Gary and Prahalad, C.K. *Competing for the future*. Boston: Harvard Business School Press, 1994.

O'Hara-Devereaux, Mary and Johansen, Robert. *Global work*. San Francisco: Jossey-Bass, 1994.

##### **THEORY:**

Adizes, Ichak. *Corporate life cycles: how and why corporations grow and die and what to do about it*. Englewood Cliffs, NJ: Prentice-Hall, 1988.

##### **APPLICATION/BENCHMARKING:**

Cooke, Robert A. *The McGraw-Hill 36-hour course in finance for nonfinancial managers*. New York: McGraw-Hill, 1992.

Celente, Gerald. *Trend tracking*. New York: Warner Books, 1991.

The following journals regularly feature articles in this area: *The Wall Street Journal*, *The Financial Times*, *Fortune Magazine*, *Business Week*, *The Economist*.

### Visioning

The ability to understand, implement and demonstrate personal commitment to company goals so as to motivate others.

<p><b>Follows Company Practices:</b> Understands and personally follows the company code of practice, values and vision as developed by others. Aligns behaviors with company vision and mission.</p> <p><b>Exemplar Behaviors</b></p> <ul style="list-style-type: none"> <li>Aligns behavior with company's core values</li> <li>Follows the company Code of Conduct</li> <li>Ensures own work activities are consistent with the company's vision</li> </ul>	<p><b>LEVEL 1</b></p> <p><b>Development Activities</b></p> <ol style="list-style-type: none"> <li>Ask your manager for specific feedback about your performance, specifically how you could better align your own efforts to those of the organization. Write down some suggestions and review them regularly to remind you of ways to improve your performance.</li> <li>Request a copy of the organization's vision and mission. Post this somewhere visible to help you make decisions, prioritize work and adapt your behavior to be consistent with corporate values and goals.</li> <li>After discussing it with your manager, take the initiative in preparing and presenting a case study(ies) of a work situation to your colleagues at a staff meeting. Discuss what happened and what might have been a more appropriate resolution of the situation given the goals of the organization.</li> </ol>
<p><b>Develops Practical Activities:</b> Develops practical activities for the team aligned with company's vision and values to achieve team's objectives.</p> <p><b>Exemplar Behaviors</b></p> <ul style="list-style-type: none"> <li>Creates activities for the team that reinforce the company's core values</li> <li>Develops the team's goals within the framework of the core values</li> <li>When creating team and individual objectives, ensures that they support the company's vision and mission</li> </ul>	<p><b>LEVEL 2</b></p> <p><b>Development Activities</b></p> <ol style="list-style-type: none"> <li>Solicit input on team goals from your employees. Ask your employees for suggestions and ideas about how the team can best meet its goals and contribute to departmental or organizational goals. This will reinforce to everyone what those goals are and develop practical activities to achieve personal objectives aligned with those goals.</li> <li>Share decision-making. Ask your subordinates to participate in making major decisions with you. Give them whatever information you have about the issues facing the organization and then encourage them to decide how, collectively, you can best respond to those issues.</li> <li>Invite others in the organization, such as senior management or employees external to your department, to speak at your staff meetings about what other areas are doing to improve performance and better align their activities with the objectives of the company as a whole.</li> </ol>

### Visioning

The ability to understand, implement and demonstrate personal commitment to company goals so as to motivate others.

<p><b>Develops Initiatives:</b> Develops initiatives designed to change behaviors and implements new initiatives in line with company's vision and values.</p> <p><b>Exemplar Behaviors</b></p> <ul style="list-style-type: none"> <li>• Develops strategies to adapt behavior in line with the company mission</li> <li>• Develops processes which align behavior with company's vision, mission and values</li> <li>• Uses performance management processes to align employees' behavior with the core values</li> <li>• Develops and implements activities that bring about the behavioral changes required by the global diversity initiative</li> </ul>	<p><b>LEVEL 3</b></p> <p><b>Development Activities</b></p> <ol style="list-style-type: none"> <li>1. Set up a special award program that provides individualized awards for activities notable in their commitment to company's vision and values. Distinguish these awards from those around specific objectives in order to reward how the individual resolved a situation rather than the result itself.</li> <li>2. Schedule a retreat for your team in order to take the time away from the office to address strategic issues for the unit. Use the retreat to develop and get agreement about a practical plan of action. This kind of activity will signal to your employees the importance of the company's vision and values and encourage others to think about how they can apply a broader perspective in their daily activities.</li> <li>3. When possible, quantify organizational goals. Design graphical representations of these goals, your department's ongoing results in these areas and any competitive information you can find. Update, display and review these results with your unit regularly and ask for specific suggestions around continually improving performance.</li> </ol>
<p><b>Develops Vision:</b> Orchestrates a process that engages the organization in crafting and identifying a vision to create a compelling future. Implements the vision to achieve valued results.</p> <p><b>Exemplar Behaviors</b></p> <ul style="list-style-type: none"> <li>• Creates and implements a vision for the team or organization, provide purpose and enthusiasm while remaining in line with the company's vision, mission and values</li> <li>• Involves the team in creating their own vision of success</li> <li>• Takes a leadership role in influencing the values and attitudes that define the organizational culture</li> </ul>	<p><b>LEVEL 2</b></p> <p><b>Development Activities</b></p> <ol style="list-style-type: none"> <li>1. Make a point of regularly visiting company units. Listen to the employees there to get a feel for the operation. Take every opportunity you can to reinforce your vision for the future and try to help individuals understand how they can help to achieve it.</li> <li>2. Create a forum within which ideas are solicited from employees regarding how company can best realize its objectives and priorities. Facilitate meetings in which employees can express their ideas, thoughts, feelings and concerns.</li> <li>3. Identify factors that are blocking or impeding the implementation of company's vision, and work with others to develop an action plan to remove or get around these barriers. Set a schedule for each of these actions plans, publicize the details throughout the company and maintain accountability for results in a public forum.</li> </ol>

### Visioning

The ability to understand, implement and demonstrate personal commitment to company goals so as to motivate others.

#### CONSEQUENCES OF OVER-RELIANCE

*Consequences of Over-Reliance on Visioning:* An over-reliance on visioning can lead to corporate tunnel vision. This may assist the organization in meeting its objectives more quickly, but can also blind the organization to new ideas and opportunities.

#### SUGGESTED READING

##### OVERVIEWS:

- Block, Peter. *Stewardship: choosing service over self-interest*. San Francisco: Berrett-Koehler Publishers, 1993.
- Courtney, H., Kirkland, J. & Viguerie, P. (1997). "Strategy Under Uncertainty". *Harvard Business Review*, November-December: 67-79
- Doz, Y. & Konsonen, M. (2008). How agile is your strategy process? *Strategy Magazine*. 16. 6-10.
- Glassmeyer/McNamee Center for Digital Strategies (2007), The Agile and Resilient Enterprise. A Thought Leadership Roundtable on Digital Strategies. Tuck School of Business
- Haeckel, S. (1999). *Adaptive Enterprise: Creating and Leading Sense-and-Respond Organizations*. Boston: Harvard Business School Press.
- O'Shea, T. Anticipating Change. *BIZlife Magazine*, 2007.
- Peters, Tom and Austin, Nancy. *A passion for excellence*. New York: Random House, 1985.
- Quigley, Joseph V. *Vision: how leaders develop it, share it, and sustain it*. New York: McGraw-Hill, 1993.
- Sull, D. How to Thrive in Turbulent Markets. *Harvard Business Review*. February 19, 2009

##### THEORY:

- Conger, Jay A. *Learn to lead: the art of transforming managers into leaders*. San Francisco: Jossey-Bass, 1992.
- Handy, Charles. *Gods of management: the changing work of organizations*. New York: Oxford University Press, 1995.

##### APPLICATION/BENCHMARKING:

- O'Hara-Devereaux, Mary and Johansen, Robert. *Global work: bridging distance, culture and time*. San Francisco: Jossey-Bass, 1994.
- Tichy, Noel M. and Sherman, Stratford. *Control your destiny or someone else will*. New York: HarperBusiness, 1994.
- Tregoe, Benjamin B.; Zimmerman, John W.; Smith, Ronald A. and Tobia, Peter M. *Vision in action*. New York: Simon & Schuster, 1990.

### Building Trust

The ability to stick with principles that both earn and foster trust and respect from others.

<p><b>Meets Commitments:</b> Meets commitments and adheres to company standards, policies and goals in relation to own work activities. Promises only what can be delivered.</p> <p><b>Exemplar Behaviors</b></p> <ul style="list-style-type: none"> <li>• Fully meets commitments</li> <li>• Consistently delivers what he/she promises</li> <li>• Adheres both to company's standards and its ethical guidelines</li> <li>• Follows through on commitments or assignments in a timely manner</li> </ul>	<p><b>LEVEL 1</b></p> <p><b>Development Activities</b></p> <ol style="list-style-type: none"> <li>1. Write down your main responsibilities, as you perceive them. Schedule an appointment with your manager to review them and make sure that you clearly understand any changes or additions by asking questions. This will make sure that you clearly understand what is expected of you in order to fulfill those expectations.</li> <li>2. Seek feedback from others on your ability to meet commitments. Ask them for specific examples of incidents in which you were both successful and unsuccessful in meeting a commitment. This will help you to recognize the behaviors and situations that lead to certain outcomes so that you can work at adjusting your style.</li> <li>3. Read your organization's mission and vision documents. Post some of the most important or intrinsic values in a visible area near your desk. You will be able to use this to remind yourself how best to make decisions and complete work with these guidelines available.</li> </ol>
<p><b>Demonstrates Consistency:</b> Walks the talk. Behaves in accordance with own expressed beliefs. Treats others with respect and fairness, sharing credit, visibility and respecting diversity.</p> <p><b>Exemplar Behaviors</b></p> <ul style="list-style-type: none"> <li>• Shows consistency between words and actions</li> <li>• Recognizes the value and potential of people's differences (equity) instead of assuming fairness by enforcing equality</li> <li>• Values diversity in people and uses it to team and business advantage</li> </ul>	<p><b>LEVEL 2</b></p> <p><b>Development Activities</b></p> <ol style="list-style-type: none"> <li>1. Make a point of mentioning others' involvement in projects or processes, regardless of degree, whenever possible. This effort will help others feel as though their contributions have been appreciated.</li> <li>2. Say thank you regularly. Try to thank your peers, subordinates, support staff and any external agencies for help that they give you on a consistent basis. This can be done speaking face-to-face, using the telephone, writing a note or memo or in any other creative manner. The gesture will be appreciated because it will help to communicate your respect for others' work.</li> <li>3. Encourage and open an honest work environment. With the help of your staff, develop some guidelines around open and honest communication and consistently play by the rules. Give and receive feedback and information in an honest and forthright manner in order to truly "walk the talk."</li> </ol>

## Building Trust

The ability to stick with principles that both earn and foster trust and respect from others.

<p><b>Demonstrates Ethical Resolve In Adverse Circumstances:</b> Communicates information upwards accurately even when the information is bad news. Remains visible during times of crisis. Rejects unethical shortcuts even when they may appear advantageous.</p> <p><b>Exemplar Behaviors</b></p> <ul style="list-style-type: none"> <li>• Demonstrates consistent commitment to company values with confidence in adverse circumstances</li> <li>• Delivers bad news when necessary</li> <li>• Openly declines short-term or personal gains which are unethical or bad for the business</li> </ul>	<p><b>LEVEL 3</b></p> <p><b>Development Activities</b></p> <ol style="list-style-type: none"> <li>1. Create a possible crisis scenario for your organization. Document the steps that you think would be most appropriate for you to take. Think through as many consequences or outcomes as you can and rationalize why certain actions would likely be the best. This exercise will help you to think through more slowly an ideal action plan for a crisis situation and may help you determine alternatives when a real situation occurs.</li> <li>2. Share your imaginary scenario with your team or staff and ask them for their input around the best course of action. Ask what they would expect to see you do and how a person in your position should act. Challenge any proposals with obvious ethical or consistency considerations. Compare and contrast your initial solutions with those of the group to better understand how perceptions can color outcomes in crisis situations.</li> <li>3. Deal with giving bad news by planning how you will handle it. This will help you both act more quickly when the situation arises and act more effectively.</li> </ol>
<p><b>Fosters Ethical Behavior in Others:</b> Deliberately acts as an ethical role model for others. Puts service to customers, welfare of employees and success of the organization before own interests. Seeks systematic solutions to problems rather than assigning blame to individuals.</p> <p><b>Exemplar Behaviors</b></p> <ul style="list-style-type: none"> <li>• Models the core values of the corporation; leads by example</li> <li>• Encourages and recognizes others who behave ethically</li> <li>• Focuses on solving a problem, not assigning blame</li> </ul>	<p><b>LEVEL 4</b></p> <p><b>Development Activities</b></p> <ol style="list-style-type: none"> <li>1. Become a mentor to one or more individuals in your office. Discuss issues of ethics and professional values with them regularly and take a role in influencing their development and fostering ethical behavior.</li> <li>2. Acknowledge and reward ethical behavior and choices even when they may have compromised short-term business results. Communicate the situation and the decision that was made, and encourage others to take similar ethical actions when necessary.</li> <li>3. When mistakes are made, focus on the solution and do not place blame. Conversely, hold yourself to a higher standard. When you make a mistake or might be responsible for a misunderstanding, acknowledge it and make a public apology. This will help to foster an atmosphere of trust and provide others with a behavioral role model.</li> </ol>

### ***Building Trust***

**The ability to stick with principles that both earn and foster trust and respect from others.**

#### **CONSEQUENCES OF OVER-RELIANCE**

*Consequences of Over-Reliance on Building Trust:* If you attempt to influence your own and others' ethical choices to too great a degree, you may easily become overly frustrated and angry when the world does not perceive and act on things in the most ethically "appropriate" way. While it is beneficial to guide others in making decisions, ultimately it will be each individual who will make and live with a particular choice.

#### **SUGGESTED READING**

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- Blausten, P. Keep your focus on engagement. *Human Resources: The year ahead 2009,22*, (2009, January).
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- Kouzes, James M. and Posner, Barry Z. *Credibility: how leaders gain and lose it, why people demand it*. San Francisco: Jossey-Bass, 1993.

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- Covey, Stephen R. *Principled centered leadership*. New York: Simon and Schuster, 1992.
- Hodgson, Kent. *A rock and a hard place: how to make ethical business decisions when the choices are tough*. New York: AMACOM, 1992.
- O'Toole, James. *Leading change*. San Francisco: Jossey0Bass, 1995.
- Seelye, Ned H. and Seelye-James, Alan. *Culture clash*. Lincolnwood, IL: NTC Business Books, 1995.
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## Self-Confidence

**A belief in one's own opinion, decisions and capability to accomplish a task and select an effective approach to a task or problem.**

<p><b>Presents Self Confidently:</b> Appears confident in person. Presents self strongly.</p> <p style="text-align: center;"><b>Exemplar Behaviors</b></p> <ul style="list-style-type: none"> <li>• Presents self confidently (for example, uses verbal and non-verbal communication which make a positive impression)</li> <li>• Demonstrates strong belief in own ability to make a difference</li> <li>• Contributes views or opinions firmly and constructively</li> </ul>	<p><b>LEVEL 1</b></p> <p style="text-align: center;"><b>Development Activities</b></p> <ol style="list-style-type: none"> <li>1. Be more persistent when presenting ideas in which you believe. Set a goal to state your opinion or position at least once during a meeting. By practicing this technique you will become more comfortable with presenting ideas.</li> <li>2. Seek regular feedback. On a regular basis, ask others to give you feedback on your performance. Made a note of the positive feedback you receive and use these notes to build your self-image.</li> <li>3. Identify the situations where you feel most comfortable. Analyze these situations and write down what makes you feel uncomfortable. Then seek a coach to help you identify specific actions to increase your comfort level.</li> </ol>
<p><b>Acts with Autonomy:</b> Where appropriate, moves beyond the rule book and is willing to act autonomously. May act (within bounds of formal authority) even when others disagree.</p> <p style="text-align: center;"><b>Exemplar Behaviors</b></p> <ul style="list-style-type: none"> <li>• Works independently without direct guidance</li> <li>• Breaks with tradition or standard practice where specific circumstances dictate</li> <li>• If necessary, when others disagree, acts independently and assumes responsibility for outcome or consequences</li> <li>• Takes independent action when necessary and assumes responsibility and accountability for outcome or consequences</li> </ul>	<p><b>LEVEL 2</b></p> <p style="text-align: center;"><b>Development Activities</b></p> <ol style="list-style-type: none"> <li>1. Float ideas. Ask others to listen to an idea you have developed or that has occurred to you and press them to consider the merits. By continually presenting new ideas you will become more comfortable trying innovative approaches.</li> <li>2. If you find that you back down when you are unsure, commit yourself to studying the issue. Prepare yourself and gather supporting data. Greater preparation will allow you to support your ideas with more confidence.</li> <li>3. Visualize a more assertive style. Identify a set of specific behaviors appropriate for yourself that, added together, would constitute a more assertive style. Apply these attributes in situations and evaluate your performance. By practicing these new behaviors you will gain a more complete understanding of your strengths and how to apply them.</li> </ol>

### Self-Confidence

**A belief in one's own opinion, decisions and capability to accomplish a task and select an effective approach to a task or problem.**

<p><b>Faces Challenge:</b> Takes on challenging or risky assignments, is excited by a challenge. Looks for and gets new responsibilities.</p> <p><b>Exemplar Behaviors</b></p> <ul style="list-style-type: none"> <li>• Remains positive when given a tough task or assignment or when things go wrong</li> <li>• Seeks out difficult assignments</li> <li>• Deals positively with situations he/she finds difficult</li> </ul>	<p><b>LEVEL 3</b></p> <p><b>Development Activities</b></p> <ol style="list-style-type: none"> <li>1. Adopt a leadership posture. Choose a company goal and demonstrate greater confidence by communicating your strategic and tactical plans for addressing the issue. This type of participation will give you greater exposure to the leadership role and develop your abilities in this area.</li> <li>2. Look for problem solving situations. Identify problems that affect you but that are not your responsibility and assert yourself by making contributions and coming up with solutions. This will increase your analytic and problem-solving capabilities which will, in turn, increase your willingness to take on even more complex assignments.</li> <li>3. Before seeking approval for a decision, ask yourself whether it is necessary. If your reason for checking is lack of self-confidence alone, consider implementing the decision without approval. By stretching the limits of your "comfort zone", you will be continually challenging yourself to strengthen areas of weakness.</li> </ol>
<p><b>Faces Conflict:</b> Willing to challenge management, customers or those in power. States own view clearly and confidently, but politely, even in a conflict.</p> <p><b>Exemplar Behaviors</b></p> <ul style="list-style-type: none"> <li>• Constructively challenges decisions, strategies or the way things are done in the interest of improvement</li> <li>• Expresses independent views in the face of opposition on issues he/she considers to be critical</li> <li>• Stays courteous and constructive when criticized or provoked</li> </ul>	<p><b>LEVEL 4</b></p> <p><b>Development Activities</b></p> <ol style="list-style-type: none"> <li>1. Identify policies that do not serve the best interest of your company or your customers. Analyze these policies and develop a plan to change them. Approach your superiors and customers and present your solutions in a diplomatic fashion. By examining and challenging current policies and procedures you will become more confident questioning in areas outside the status quo.</li> <li>2. When appropriate, question customer complaints. Analyze customer complaints and when you believe that certain complaints are unfounded, explain calmly and clearly that you disagree. This practice should allow you to become comfortable in questioning customer complaints, where appropriate.</li> <li>3. Analyze how other functional areas, suppliers or customers interact with your function. Identify individuals who you believe are not acting to promote your joint interests. Meet with these individuals and in a diplomatic fashion raise your concerns and work to achieve a greater partnership. This action will allow you to gain an opportunity to foster better business relations.</li> </ol>

### Self-Confidence

**A belief in one's own opinions, decisions and capability to accomplish a task and select an effective approach to a task or problem.**

#### CONSEQUENCES OF OVER-RELIANCE

*Consequences of Over-Reliance on Self-Confidence:* Individuals who are over-reliant on self-confidence may appear arrogant to their co-workers and superiors. This may alienate these individuals and make it difficult for them to function effectively in their business environment.

#### SUGGESTED READING

##### OVERVIEWS:

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