

CHAPTER 3 SUSTAINED LEADER

1.0 CHARACTER

1.1 Honesty/Trust/Loyalty

- 1.1.1 Relationships
 - 1.1.1.1 Network
 - 1.1.1.1.1 Business
 - 1.1.1.1.2 Friendships and Acquaintances
 - 1.1.1.2 Followers/Subordinates/Superiors
 - 1.1.1.3 Family
 - 1.1.1.3.1 Immediate
 - 1.1.1.3.2 Extended
 - 1.1.1.3.3 Adoptive
- 1.1.2 Traits
 - 1.1.2.1 Approachable
 - 1.1.2.2 Responsible
 - 1.1.2.3 Transparent
 - 1.1.2.4 Socially Adept
 - 1.1.2.4.1 Small Talk
 - 1.1.2.4.2 Networking
 - 1.1.2.5 Uses Influence Rather Than Authority
 - 1.1.2.6 Courage
 - 1.1.2.7 Foresight

1.2 Integrity

- 1.2.1 Values (Heart)
 - 1.2.1.1 Accept Responsibility
 - 1.2.1.2 Fact-Based
 - 1.2.1.3 Reliable/Consistent/Delivers On Commitments
 - 1.2.1.4 Sincerity
 - 1.2.1.5 Loyalty
 - 1.2.1.6 Engenders Mutual Respect
 - 1.2.1.7 Always Pursues Excellence
 - 1.2.1.8 Authenticity
- 1.2.2 Spiritual (Anchor)
 - 1.2.2.1 Strong Moral Compass
 - 1.2.2.2 Nurture a Strong Conscience
 - 1.2.2.3 Personal Life in Order
 - 1.2.2.4 Respects Natural Law
 - 1.2.2.5 Generous
 - 1.2.2.6 Affirming

1.3 Know Yourself

- 1.3.1 **Constant Learner**
 - 1.3.1.1 Reader
 - 1.3.1.2 One Major with Lots of Minors
 - 1.3.1.3 Prepares
 - 1.3.1.4 Wisdom Seeker
 - 1.3.1.5 Inquisitive Mind
- 1.3.2 Self-Motivated
- 1.3.3 Humility
 - 1.3.3.1 Assesses Self Honestly
 - 1.3.3.2 Teachable
 - 1.3.3.3 Handles Criticism
 - 1.3.3.4 Unselfish
 - 1.3.3.5 Understands Power and Shares Power
 - 1.3.3.6 Aware Of Limitations
 - 1.3.3.7 Controlled Ego
- 1.3.4 Models Behavior
- 1.3.5 Belief in Self
 - 1.3.5.1 Confidence
 - 1.3.5.2 Comfortable with Power
- 1.3.6 Maximizes Intelligence
- 1.3.7 Good Under Pressure
- 1.3.8 Is Conscious of Legacy
- 1.3.9 Thinking
 - 1.3.9.1 Critical Thinking
 - 1.3.9.2 Systems Thinking
 - 1.3.9.3 Strategic Thinking
- 1.3.10 Courage of Convictions
- 1.3.11 Coping Ability
- 1.3.12 Has Mentors
- 1.3.13 Appreciates the Journey
- 1.3.14 Political Saavy
- 1.3.15 Risk and Fear Tolerance
- 1.3.16 Emotional Intelligence
- 1.3.17 Knows How to Have Fun and Celebrate

2.0 COMPETENCE

2.1 Business Acumen

- 2.1.1 Finance/Accounting/Bottom Line
- 2.1.2 Legal
 - 2.1.2.1 Contracts
 - 2.1.2.2 Human Resources
 - 2.1.2.3 Regulatory
- 2.1.3 Management
- 2.1.4 Risk
- 2.1.5 Global Perspective
- 2.1.6 **Situational Awareness**
 - 2.1.6.1 Observant
 - 2.1.6.2 Order From Chaos
 - 2.1.6.2.1 Detail Sorting
 - 2.1.6.2.2 Relevance

2.2 Technical Capability

- 2.2.1 Excellence in One Primary Field
- 2.2.2 Team Player
- 2.2.3 Measures What is Important
- 2.2.4 Academic Achievement
- 2.2.5 Strong Individual Contributor
- 2.2.6 Stays Tech Savvy and Uses It Effectively
- 2.2.7 Understanding Corporate Processes
- 2.2.8 Versatility

2.3 Bias For Action

- 2.3.1 Goal Setting
 - 2.3.1.1 Realist
 - 2.3.1.2 Dreamer
 - 2.3.1.3 Long- and Short-Term Goals
- 2.3.2 Problem Solving
- 2.3.3 Persistent/Patient/Tenacious
- 2.3.4 Time Management
- 2.3.5 Tackles the Difficult
- 2.3.6 **Decisive**
 - 2.3.6.1 Considers Options
 - 2.3.6.2 Does Not Require Complete Data
- 2.3.7 Change Agent
- 2.3.8 Organizational Growth
- 2.3.9 Intensity
- 2.3.10 Effective Execution
- 2.3.11 **Focused and Disciplined**
- 2.3.12 Thorough
- 2.3.13 High Energy
- 2.3.14 Pushes Results Across the Goal
- 2.3.15 Knows When to Quit
- 2.3.16 Hard Work, "Luck," and Timing
- 2.3.17 Measured by Contribution
- 2.3.18 Audacity
- 2.3.19 Avoids Needless Activity and Procrastination

3.0 COMPASSION

3.1 Defines Roles

- 3.1.1 Attracts Talent and Followers
- 3.1.2 Fills Seats

3.2 Develops Leaders

3.3 Loyalty

3.4 Empathy

- 3.4.1 Active Listener
- 3.4.2 Views People as Ends not Means
- 3.4.3 Respect
- 3.4.4 Tough Love and Sensitivity
- 3.4.5 Social Conscience

3.5 Inspiring

3.6 Disciplines and Rewards

3.7 Understands 24 Hour People

3.8 Delegates Effectively

3.9 Develops Team Members

3.10 Accountable

3.11 Manages Creative or Constructive Conflicts

- 3.11.1 Difficult Conversations
- 3.11.2 Deals Effectively with Negative Stakeholders
- 3.11.3 Resolves Conflicts

3.12 Team Builder

3.13 Motivates

3.14 Views Diversity as a Strength

- 3.14.1 Generations
- 3.14.2 Ethnicity and Gender
- 3.14.3 Myers-Briggs and Strength Finders

3.15 Fair

3.16 Patience

3.17 Encourages Failure as a Learning Tool

3.18 Servant Leader

4.0 COMMUNICATION

4.1 Style

- 4.1.1 Speak
- 4.1.2 Teach
- 4.1.3 Mentor and Coach
- 4.1.4 Criticism
- 4.1.5 Meetings
- 4.1.6 Write

4.2 Content and Audience

- 4.2.1 Values and Mission
- 4.2.2 Positions and Persuasion
- 4.2.3 Proposals
- 4.2.4 Clarity
- 4.2.5 Conviction
- 4.2.6 Consistency of Message
- 4.2.7 Credible
- 4.2.8 Feedback
- 4.2.9 Tact
- 4.2.10 Negotiations
 - 4.2.10.1 Concessions and Compromise
 - 4.2.10.2 Alliances
- 4.2.11 Enthusiasm
- 4.2.12 Deals with:
 - 4.2.12.1 Employees or Those You Lead
 - 4.2.12.2 Press
 - 4.2.12.3 Other Stakeholders
 - 4.2.12.4 Regulators
 - 4.2.12.5 Customers and Beneficiaries
 - 4.2.12.6 Problems
- 4.2.13 Diplomatic
- 4.2.14 Understands Importance of Sound Bite
- 4.2.15 Saying "Sorry" and "Thanks"

4.3 Charisma

- 4.3.1 Personable Warmth
- 4.3.2 Direct
- 4.3.3 Socially Adept

4.4 Techniques

- 4.4.1 Good Questions
- 4.4.2 Good Story Teller
- 4.4.3 Able to Adjust Message to Audience Level
- 4.4.4 Able to Simplify
- 4.4.5 Body Language

5.0 COMMITMENT

5.1 Do

- 5.1.1 Passion
- 5.1.2 **Vision**
- 5.1.3 Consistency in Vision
- 5.1.4 Creates a Legacy
- 5.1.5 Adaptable
- 5.1.6 Physically Fit
- 5.1.7 Deals Effectively with Setbacks
- 5.1.8 Gives Back to Profession/Industry/Society
- 5.1.9 Knows When to Pull the Plug

5.2 Don't Do

- 5.2.1 Rigidity
- 5.2.2 One-Dimensional Thinking
- 5.2.3 Playing Politics
- 5.2.4 Negativity and Cynicism
- 5.2.5 False Promises and Deception
- 5.2.6 Arrogance
- 5.2.7 Hidden Agenda as a Strategy
- 5.2.8 Willful Ignorance
- 5.2.9 Authoritarianism
- 5.2.10 Sense of Privilege
- 5.2.11 Gossip and Rumor
- 5.2.12 Celebrity
- 5.2.13 Anger/Emotional Extremes/Instability
- 5.2.14 Imbalance in Positive Traits
- 5.2.15 Integrity Enemies
 - 5.2.15.1 Self-Interest/Self-Dealing
 - 5.2.15.2 Self-Protection
 - 5.2.15.3 Self-Deception
 - 5.2.15.4 Self-Righteousness

RED = ESSENTIAL LEADERSHIP
JOURNEY CHECKPOINT