

PRINCIPLE 4 | Sprint from Culture Talk to Culture Change

Leadership/Management Behavior Guide

Whether you are an owner, executive, or frontline supervisor, there is an ideal set of behaviors that will enable you to become a more trusted leader and manager of people.

Culture change lives or dies with managers. Culture change cannot be optimized without managers who are willing to challenge themselves to change the way they lead.

Leadership/Management Behavioral Categories

Behavioral Category	Description
More Questions, Fewer Statements	Being a good listener
Be Respectful	Demonstrating genuine care and concern
Make It Right	Demonstrating humility; admitting mistakes; proactively creating solutions
Straight Talk	Communicating clearly, with transparency, and in a timely manner
Enhance Competence	Fostering learning for self and others
Investigate and Confront Reality	Demonstrating courage in tackling issues and a strong desire to be more aware
Deliver Results	Demonstrating a passion for defining and measuring success
Accountability	Holding self and others accountable
Appreciate and Recognize Others	Capturing and sharing successes; acknowledging others and giving credit where due



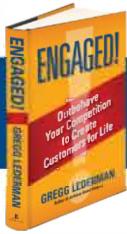
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Brand Integrity 90-day Leadership Challenge

The following is a guide to personalizing leadership behaviors and developing an action plan.

STEP ONE: Review the *Leadership/Management behavioral categories*. Mark an X in the column to the right for behaviors that come naturally to you. Mark an O for those that do not.

BEHAVIORAL CATEGORIES	X O
1 More Questions, Fewer Statements In integrity: Prepare thought-provoking questions. Ask what the desired outcome/result is. Seek obstacles that may prevent results. Keep an open mind. Listen for what matters most to others. Listen with your gut (inner voice) before you decide or act. Make eye contact.	Out of integrity: Talking too much. Pretending to listen and letting your mind wander. Answering your own questions. Waiting for your chance to talk. Having your own agenda. Acting as if you know it all or have all the answers.
2 Be Respectful In integrity: Demonstrate genuine care and concern. Be fair. Show kindness. Extend trust to others.	Out of integrity: Being fake. Being disrespectful.
3 Make it Right In integrity: Apologize. Demonstrate humility. Do what you can to correct mistakes. Go the extra mile to make it right.	Out of integrity: Rationalizing. Denying or justifying wrongdoings. Covering up. Failing to admit mistakes until forced to.
4 Straight Talk In integrity: Demonstrate integrity in action. Be honest, real, genuine and straightforward. Tell the truth. Communicate clearly. Be direct and to the point. Use simple language. Hold difficult conversations. Demonstrate transparency. When in doubt, disclose. Be authentic.	Out of integrity: Hiding, covering up, or withholding information. Beating around the bush. Spinning the truth. Having a hidden agenda and objectives. Leaving false impressions. Manipulating facts. Avoiding difficult conversations.



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5 Enhance Competence

In integrity: Focus on improving capabilities. Adapt to change. Contribute to a learning environment. Seek and act on feedback. Learn from mistakes. Learn from others. Seek out mentors. Report on progress (to mentors or to yourself). Establish and support an environment where it's safe to make mistakes. Facilitate professional growth of others.

Out of integrity: Assuming you are above feedback. Assuming today's knowledge will be sufficient for tomorrow's challenges. Failing to execute learning that will help you, your team, or your company.

6 Investigate and Confront Reality

In integrity: Demonstrate courage to learn and confront facts. Demonstrate a strong desire to become more aware. Take issues head on. Take action to make change happen and deliver results. Directly address sensitive issues. Acknowledge the unsaid.

Out of integrity: Avoiding difficult issues. Assuming pain of the current state is less than the pain of change. Acting as if challenges don't exist. Acting as if you are working on it when you are really procrastinating or evading it. Rationalizing or trying to spin the facts. Being defensive.

7 Deliver Results

In integrity: Demonstrate passion for measuring success. Define results up front. Communicate clear expectations. Be realistic regarding timing, quality, and cost. Anticipate needs early on. Discuss expectations rather than assuming they are clear or shared.

Out of integrity: Focusing on task activities instead of results. Making excuses. Leaving expectations undefined, assuming others already know them. Creating "smoke and mirrors." Not clarifying specific expectations with respect to timing, quality, and money.

8 Accountability

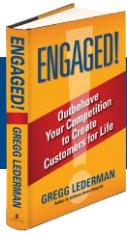
In integrity: Hold yourself accountable. Hold others accountable. Take fair share of the blame. Expect consequences, both positive and negative. Take responsibility for results. Be clear on how you'll communicate how you're doing and how others are doing.

Out of integrity: Having an "it's not my fault" attitude. Pointing fingers. Blame-storming.

9 Appreciate and Recognize Others

In integrity: Capture successes and share. Show loyalty. Acknowledge contributions and give credit to others. Speak positively about others. Give credit freely. Speak about others as if they are present. Represent others who aren't present to speak for themselves.

Out of integrity: Being two-faced. Giving credit when someone is with you and then downplaying their contribution and taking credit when they're not there. Bad-mouthing others.



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STEP TWO: *Make your case. Document the cost of not doing the behaviors in the category and the benefit from doing them.*

What's the COST of not doing the behaviors in the category and what's the BENEFIT of doing the behaviors in the category (both personally and professionally)?

1 Behavioral Category:

Cost:

-
-
-

Benefit:

-
-
-

2 Behavioral Category:

Cost:

-
-
-

Benefit:

-
-
-

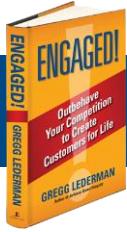
3 Behavioral Category:

Cost:

-
-
-

Benefit:

-
-
-



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STEP THREE: Being a Trusted Leader Action Plan

TOP 3 BUILDING TRUST BEHAVIORS

Document the top 3 behaviors that will increase trust in you as a leader at home and/or at work. Be specific!

List any actions or assistance you need to ensure consistency of the behaviors (if necessary).

1	
2	
3	