



Expectations Model Belonging Reward Accountability Care Empower

EXPECTATIONS are conveyed clearly & often

- explain the purpose & mission: *why our group exists*
- share the values & principles: *what matters most to us*
- lay out the strategies & tactics: *our plans*
- establish the goals & priorities: *our objectives*
- set forth the ethical imperatives: *our moral & professional code*
- teach the norms & best practices: *our way*
- identify acceptable behaviors: *how we conduct ourselves*
- assign tasks & deadlines: *our projects & timelines*

MODEL desired conduct openly, genuinely & steadily

- demonstrate *leadership by example*
- act responsibly
- exhibit preferred traits
- embody the organization's values consistently
- own the consequences & the actions of your subordinates
- earn respect & trust with competence, caring & time
- keep egos in check

BELONGING is crucial for success of individual & team

- foster a sense of camaraderie
- emphasize membership in the group
- embrace the diverse array of abilities & personalities
- cultivate an atmosphere of acceptance of unique individual attributes
- respect differences & celebrate shared values
- instill togetherness through rituals, customs & traditions
- host events for professional & social interactions

REWARDS are frequent, varied & openly touted

- express gratitude freely
- promptly acknowledge contributions & achievements
- provide objective & subjective incentives (financial or otherwise)
- extend additional development opportunities
- arrange for professional advancement
- discover your people's currencies
- present a variety of gestures & tokens of appreciation (large & small)
- avoid subjecting to fear, shame or ridicule (especially regarding accolades)

ACCOUNTABILITY is immediate for mistakes, omissions & violations

- identify & address errors or deviations promptly
- evaluate shortfalls, don't ignore them
- express curiosity & concern
- learn lessons from our failures
- promote continual improvement not perfection
- enhance performance through remedial measures
- praise in public but correct in private
- separate from those who can't or won't comply with standards

CARE for the whole person & team

- establish physical, emotional & psychological safety
- be aware of the individual & team dynamics
- recognize personal milestones
- value your teammates as people not just bosses, employees or coworkers
- welcome the full person whose private life is intertwined with their work life
- support people during challenging situations

EMPOWER individuals & teams to produce & get results

- share data
- train & equip
- trust & support
- delegate responsibility
- minimize obstacles & enable team to surmount hurdles or impediments
- prepare to navigate & surmount hindrances
- give space & time to achieve excellence
- coach & mentor
- don't micromanage

We manage things. We lead people.

- Leadership is not a *position*; it's an *activity*.
- Leadership is an *opportunity to influence others* and an *obligation to guide them* through challenges & hardships to achieve shared objectives (individual & collective).
- Leadership isn't just an *honor*, it's a *responsibility*.

EMBRACE Leadership

- Expectations
- Model
- Belonging
- Rewards
- Accountability
- Care
- Empower

