

4

Advocator of Differences and Community™

An **ADVOCATOR** stands in support of a cause, a practice or a person on its or their behalf.

DIFFERENCES

DIFFERENCES are those qualities that distinguish people or things from other people or things.

Behaviors and Competencies that distinguish an Advocate of Differences

- Without reluctance, is able to take a stand of support for people, positions, or causes.
- Learns how others see the world and individual situations.
- Actively seeks to develop people to full potential.
- Is a connoisseur of talent, recognizing the value and contribution each person makes.
- Seeks opinions of those who may think differently, and values their differences.
- Seeks common ground/good in an environment of differences.
- Has teams of individuals with diverse approaches and capabilities.
- Designs inclusive conversations and recaps for understanding.
- Advocates for strengths-based culture with everyone in position that matches their strengths.

COMMUNITY

COMMUNITY is a group of people with shared interest in working together to achieve shared success.

Behaviors and Competencies that distinguish an Advocate of Community

- Sees beyond the boundaries of individuals, teams or departments.
- Always has success of whole organization in mind.
- Is knowledgeable about perspectives, strengths and offerings available from all sources.
- Looks for cross-functional opportunities where unique talent can be developed.
- Aware of, and believes in, benefits of inclusion.
- Helps others discover and value their strengths and potential contributions.
- Has identified his/her own contribution to community.
- Defends, supports and speaks up for community.

ESSENCE OF BEST PRACTICE 4

- Creates and maintains ongoing dialogue and involvement with internal/external communities.
- Promotes inclusion that unites towards common focus.

5

Calibrator of Responsibility and Accountability™

A **CALIBRATOR** “sets the mark” for the quantitative measurement of success.

RESPONSIBILITY

RESPONSIBILITY is the ability to respond correctly to—and meet—stated expectations.

Behaviors and Competencies that distinguish a Calibrator of Responsibility

- Constantly executes strategies, measuring against stated vision.
- Has “finger on the pulse” to listen for and expect progress toward milestones and benchmarks.
- Insures that everyone is clear about expectations.
- Has the right people in the right positions.
- Requires peak performance, provides feedback/coaching to develop it.
- Takes appropriate and honorable action when performance does not meet expectations.
- Knows how to celebrate successes.
- Focuses on what went right and what can be done differently, not what went wrong.
- Holds self responsible first, provides a consistent role model of acceptable, expected behavior, makes no exceptions for self or others.
- Makes perceived “failures” opportunities for learning.

ACCOUNTABILITY

ACCOUNTABILITY is the obligation to justify conduct, conditions or circumstances.

Behaviors and Competencies that distinguish a Calibrator of Accountability

- Has clearly defined accountabilities and calibration plan for self and organization with action plan and appropriate measurables.
- Sense of urgency both in goal accomplishment and response to change.
- Understands this is a growth process.
- Provides resources so workers can learn and fulfill responsibilities.
- Commitment follow-through with a system for promise management.
- Regular community accountability sessions to evaluate process and outcomes.
- Understands and communicates differences in short-term and long-term performance outcomes.
- Keeps community of workers in partnership and ownership of overall process, and fully able and willing to be accountable together.

ESSENCE OF BEST PRACTICE 5

- Is constantly alert to trends that may alter results and recalibrates action plans when necessary.
- Has gained commitment from everyone in area of responsibility and accountabilities with appropriate consequences and rewards.



The 5 Best Practices

At-A-Glance

CoachWorks®
The LEGACY Leadership Company

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1

Holder of Vision and Values™

A **HOLDER** "keeps in hand" those things that are important, embracing and encouraging their remembrance.

VISION

VISION is a clear view and understanding of realizable goals, plans and intentions

Behaviors and Competencies that distinguish a Holder of Vision

- Clearly understands, aligns around, makes decisions that support and defend the organizational vision.
- Integrates the vision into all responsibilities.
- Teams translate and align with organization's vision in its daily responsibilities for meeting the goals of the organization.
- Has a well-defined strategic plan for accomplishing goals of the vision.
- Establishes measurable milestones and benchmarks congruent with the vision.
- Provides consistent focus and direction.
- Makes vision come alive in everyday activities.

VALUES

VALUES are those things considered right, worthwhile, and desirable – the basis of guiding principles and standards.

Behaviors and Competencies that distinguish a Holder of Values

- Has a set of clearly defined personal values, standards and guiding principles.
- Ensures that the values are integrated into how business is done.
- "Walks the talk" and models values-based behavior.
- Does not cover up mistakes or compromise values.
- Decisions are made based on a core set of values.
- Protects personal and organizational values from becoming eroded.
- Models authenticity—personal and professional life is seamless.
- Encourages values-driven achievement in others.

ESSENCE OF BEST PRACTICE 1

- Effectively communicates and sustains processes to achieve the vision and uphold the values throughout the business area of responsibility.
- Has a strong value of developing others.

2

Creator of Collaboration and Innovation™

A **CREATOR** causes something to "come into being" through original or inventive means.

COLLABORATION

COLLABORATION is the process of working together to achieve common goals instead of personal agenda.

Behaviors and Competencies that distinguish a Creator of Collaboration

- Personally creates and fosters a learning, trusting environment.
- Puts aside own ego to hear brilliance of others.
- Encourages communication and openness by working to build trust.
- Listens masterfully.
- Asks tough questions to which answers are not known, and carefully considers the answers.
- Speaks the truth with respect and clarity.
- Honors differences of opinion and understands how learning occurs from disagreements.
- Encourages everyone's participation. No holdouts!
- Communicates expectation of collaboration (what does it look like?).
- Focuses on "greater good" of organization, beyond team framework.

INNOVATION

INNOVATION is the introduction of something new and different to the process of achieving goals.

Behaviors and Competencies that distinguish a Creator of Innovation

- Sets the tone for thinking beyond the present and outside the norm.
- Clearly establishes the process for and reaffirms value of gaining individual input.
- Conveys that there are no bad ideas, but rather a number of options.
- Documents and logs all ideas.
- Can project how ideas play out in the marketplace.
- Has a high level of personal "agility" - ability to shift thinking and performance quickly.
- Always learning—encourages others to do so.
- Generates excitement for shared innovation and results.

ESSENCE OF BEST PRACTICE 2

- Is keenly aware when change needs to occur and when it does not.
- Is a masterful facilitator of innovative thinking and conversation.

3

Influencer of Inspiration and Leadership™

An **INFLUENCER** brings about a desired effect in others, by direct or indirect means.

INSPIRATION

INSPIRATION is the process of animating, motivating or encouraging others to reach new levels of achievement.

Behaviors and Competencies that distinguish an Influencer of Inspiration

- Easily builds and maintains relationships.
- Is consistently self-inspired, and knows what inspires others.
- Has a personal repertoire of inspirational stories.
- Has high level of emotional intelligence allowing ease of connection.
- Brings out the best in people; acknowledges and recognizes their contributions.
- Expresses a positive, powerful hope for the future - both personally and organizationally.
- Models positive perspectives in situations.
- Connects personally with others, valuing them individually and corporately.

LEADERSHIP

LEADERSHIP is the process of guiding and directing others to shared success.

Behaviors and Competencies that distinguish an Influencer of Leadership

- Uses positive and uplifting language, even in crises or other challenging moments.
- Has an excellent working knowledge of cutting edge leadership technologies, models, styles and language.
- Provides appropriate opportunities to develop the leadership abilities, skills and styles in those they lead, and considers everyone a potential leader.
- Invites versus commands.
- Instills confidence.
- Courage to take risks, make tough decisions, inspire others to follow.
- Diffuses conflict and confrontation with positive energy.

ESSENCE OF BEST PRACTICE 3

- Leads with great humility and focuses on people, who create the success.
- Simultaneously, leads with fierce resolve to take the organization and the workers to greater heights of success.