

Leading our Service: HOW TO EXCEL, GRADUATE LEVEL

Strategic Leadership:
CRAFT OUR VISION

1. **BANTER ABOUT PROFOUND IDEAS;** ponder what could be; explore unlimited possibilities; and envision our future. Create a vision – draw a picture of our future that *excites and inspires others*.
2. **EXPAND OUR VIEW** – consider the perspective of customers, subordinates, bosses and community. Build wins for them into our vision.
3. **CREATE BHAGs** (Big, Hairy, Audacious Goals) that lead toward our vision. Challenge folks. Give them opportunities to make quantum improvements.
4. **FOCUS ON OUTCOMES,** rather than processes or worklists. Look toward the results so you won't waste time in activities that don't lead towards goals...folks *will* create innovative shortcuts to the vision.
5. **EXPLOIT OUR SERVICE'S STRENGTHS.** Apply our best capabilities to the most difficult problems. Match needs with talent. *Corollary:* Know our weaknesses - design systems to improve or compensate...if all else fails, buy help.
6. **DESIGN A STRATEGY** that charts the paths to our vision. Show everyone what they must do to achieve our vision. Tell them: where we are, where we are going (vision), the paths to take (BHAGs), and *why it is important* (it is!).
7. **JOIN PARTNERS WHO SHARE COMMON OUTCOMES.** Build collaboration opportunities that will engage them to help achieve our BHAGs.
8. **UNDERSTAND AND ATTEND TO OUR BUSINESS BASICS.** Don't lose sight of what it takes to get the job done. Know our stakeholders' expectations and deliver.

Organization Foundations:
INSTILL OUR CULTURE

1. **COMMUNICATE OUR VISION AND STRATEGY.** Inculcate each person with a compelling image of the future. Let them know how they fit into the vision. Repeat it incessantly. Repeat it incessantly. Build commitment.
2. **HAVE YOUR 30-SECOND ELEVATOR PITCH** always ready...to build partnerships and to describe our vision and strategy...in less than 30 seconds.
3. **SHARE WELL WITH OTHERS.** Share your innovations, novel solutions, and staff expertise...*ask others to share theirs with you*. Don't reinvent the wheel.
4. **TELL STORIES ABOUT OUR ORGANIZATION'S CULTURE, HISTORY AND VALUES** at every opportunity. Tell them to show how our daily work has higher meaning and purpose. Teach the lessons so others may learn too.
5. **CREATE AN OPEN CLIMATE** where folks willingly tell the emperor (you) that you are "wearing no clothes." It prevents big embarrassments. Regularly seek feedback from all levels.
6. **CELEBRATE TEAM SUCCESSES,** individual accomplishments, and birthdays. Honor our heritage. Everyone needs to feel that they belong. Establish rituals and party often.
7. **DELIGHT IN YOUR WORK - FUN IS NOT OPTIONAL.** Pervasive humor and play are prerequisites for high performing groups. Mirth rules.

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Operational Excellence:
EXECUTE OUR
STRATEGY DAILY

1. **COMMUNICATE OUR STRATEGY AND VISION** – to everyone, anywhere, anytime. Create a sense of urgency and continuously pull folks toward our vision.
2. **DRIVE TOWARD OUR VISION:** define results; provide direction, guidance and support. Then stand back and watch folks make it happen: that's your job.
3. **SET THE BAR TOO HIGH;** folks will innovate, find revolutionary ideas and modify the game to exceed your expectations. They'll give up high jumping and learn to pole vault.
4. **INVEST YOUR PEOPLES' TIME WISELY.** Staff work is neither free nor unlimited. Be careful what you ask for (and what folks might infer that you want). Your staff should be working toward results, *not working to support you.*
5. **CHAMPION YOUR CREW.** Help them tackle the big problems. Get them the tools they need to do their job. Push their ideas. Advertise their success.
6. **CONNECT WITH CONSTITUENTS CONSTANTLY.** Reach out, build alliances and collaborations, make friends...*before you need them.*
7. **DISCERN BETWEEN RIPE AND UNRIPE ISSUES.** Ripe issues have an existing commonly shared "Sense of Urgency" for action. For unripe issues, you must sow the field to create a shared Sense of Urgency.

Decision Making:
CHOOSE OUR PATHS

1. **AVOID MAKING DECISIONS...**unless absolutely necessary. Instead lead others to a decision—teach them to: explore alternatives, weigh options, use evidence and reasoning rather than unsupported opinions, choose wisely, and be able to articulate why.
2. **"LEARN TO ASK THE RIGHT QUESTIONS,** to reflect, and to avoid the traditional trap of reacting to one crisis after another." (Henry Mitzberg, McGill University) Ask: do the question and its answers support our strategy?
3. **LISTEN BEFORE YOU TALK.** Make sure you heard what was said before responding. You may answer the wrong question or solve the wrong problem. Or you might learn something or make someone feel heard.
4. **PLAY "WHAT-IF" GAMES,** explore options and solicit diverse opinions to search for solutions. "Seek out and honor people who want to overthrow conventional wisdom." (Tom Peters) Every story has at least two views.
5. **SORT QUICKLY** through the waterfall of data - determine what is relevant - apply that *key information* to your problem. Don't suffer analysis paralysis.
6. **LISTEN TO YOUR GUT.** When your intuition is saying that something is wrong...it probably is...check it out. *Corollary:* Capture your flashes of brilliance – they fade quickly.
7. **PRACTICE WISE STEWARDSHIP.** Resource management is more than asking for more money or people – it is maximizing the resources you have. The winner doesn't have the most toys, but the *best-used toys.*
8. **SEEK SIMPLE ELEGANCE.** Clear, easy short wins over complex, hard, long.

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**Personnel
Development:**
GROW OUR FUTURE

1. **GROW OUR FUTURE LEADERS AND EXPERTS.** Invest your time to be a mentor, coach, and catalyst for others' growth. Train folks to replace you. Pass on your experience and knowledge. "Leaders don't create followers, they create more leaders" (Tom Peters).
2. **UNLEASH THE PASSION AND ENERGY** that's inherent in people. Discover what excites them. Help them define and reach their goals. Give them opportunities to release their passion at work. The results will amaze you.
3. **HOLD PEOPLE ACCOUNTABLE.** Tell them (directly, but gently) when they make mistakes or do not meet standards. Honesty may be painful in the short term, but it's much kinder in the long run. Help them succeed.
4. **CREATE SAFE LEARNING EXPERIENCES** and opportunities to experiment. Lead folks outside of their comfort zones – where they'll *stretch and grow!* Don't inhibit learning with a zero-failure culture.
5. **MODEL RISK-TAKING.** Share stories about the times you tried and didn't succeed - so people know *they* can take risks when no one gets hurt.
6. **EMBRACE NEW PEOPLE** as part of our team as soon as you can. Set up great sponsor, indoctrination, and orientation programs that will welcome them and enable them to quickly become contributing members.

**Modeling
Leadership:**
LEAD THE CHARGE

1. **LEAD CHANGE.** Be a change agent. Exude passion. Champion others' ideas. Liberally borrow others' successes (giving them credit, of course).
2. **SET THE STANDARD** for sincerity, integrity and trust. Be a bastion of ethics.
3. **LEARN! READ! EXPLORE! GROW!** As a senior leader your job is complex--and requires *new skills* that you must learn, practice, master and refresh.
4. **JUST SHOW UP.** Your presence (as a senior leader) makes a difference to many people. Laughter, optimism and success are infectious – as are anger, fear and negativism. "Leadership is all about having energy, creating energy, showing energy, and spreading energy." (Tom Peters)
5. **PERSEVERE.** If it is worth doing...do it...until it's done. "Success is the ability to go from failure to failure without losing your enthusiasm." (Churchill)
6. **BE GRACIOUS.** You may be the most senior person, but you are not necessarily the most important. Make others feel important.
7. **MAKE A DIFFERENCE.** It may be positive or it may be negative...on our people, our service, our mission. Be proactive: design your legacy and intent rather than letting them happen. *Spend your career wisely.*
8. **SEIZE THE INITIATIVE... YOU ARE SENIOR LEADERSHIP** and must:
 - ☞ Push the envelope as fast and far as you can
 - ☞ Improve our service for those who follow
 - ☞ Serve our local and global communities.

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