

# Leadership 21

**Everyone's Responsibility  
Adding Value**



**-Helping organizations and individuals  
realize tomorrow's possibilities™ -**

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# Stepping Up to the Plate

**C**

**Corporate Citizenship**

**C**

**Competence**

**C**

**Character**

**C**

**Communications Styles**

**C**

**Change**

**"Leadership is not rank, privilege, titles, or money.  
It's responsibility."**

*Colin Powell*

## Corporate Citizenship

Just as each of us has responsibilities as a citizen of this country, each of us also has responsibilities as a citizen within the organizations we serve. What exactly does corporate citizenship mean? It means:

- taking ownership for the life and success of the organization;
- being accountable to our colleagues, the larger community and ourselves;
- demonstrating and fostering cooperation in our community and with our customers and partners;
- sharing and embracing common values; and,
- understanding that just as each of us must be a leader within our own families, neighborhoods and communities...each of us must also be a leader within our organizations.

### Food for Thought

Opportunity begins with ensuring that you are in the right place:

- Have you taken the time to learn and understand the vision, mission and strategic intent of your organization?
- Have you looked at how your capabilities, goals and mission align with those of your organization?

## Getting to "We" - Sense of Purpose

Collaboration and cooperation seem to be the watchwords of the 21<sup>st</sup> century. Individuals exhibiting strong leadership behaviors use collaboration within their own work areas and across the agency.

Robert Goffee and Gareth Jones research shows that followers seek, admire and respect leaders who produce within them three emotional responses. These three responses are:

- A feeling of significance
- **A feeling of community**
- Excitement, challenge and an edge in their lives.



### **Food for thought**

What are you doing to build collaboration and community within your work area and across your organization? List 3 ways you reach out to your colleagues.

### **Competence**

As an employee you are judged not only by your ability to do the job, but also by your attitude and professional image as well. As a formal or informal leader these other factors become even more critical. Your attitude sets your personal pace and tone; influences those around you and ultimately affects your ability to do your best.

### **Assessing Your Personal Success Factors**

Take stock of the attitude and personal style you project. Whether in formal meetings, presentations, casual conversation, or written communications, others gain impressions of you through your communication style. Also remember as an employee you are judged not only by your ability to do the job, but also by your attitude and professional image as well.

### **Communication**

Think about what and how you communicate. Consider such things as:

- What do you tend to contribute in conversations and meetings?
- Do you participate fully without dominating?
- Do you "seek first to understand, then to be understood"?
- How do you communicate your point of view?
- Do you project confidence without being forceful?
- Are you assertive without being abrasive?

### **Problem-Solving**

- Do you view problems as challenges or obstacles?
- Do you concentrate on finding solutions or focus only on the problems?

### **Your Flexibility**

- Is what you say "cast in stone" or do you show a willingness to be flexible?

## Your Tone of Voice

- What is your tone:
  - Too loud or too soft?
  - Self-assured or pushy?
  - Demanding or timid?

## Your Written Communication

- Do you write clearly and succinctly?
- Are your reports, letters, or documents grammatically correct?

## Appearance

Your attitude and image are also conveyed by what you wear and how you carry yourself. Think about your overall appearance, i.e., body language and how you dress. Consider such things as:

## Body Language

- Are you poised and self-assured or do you act self-consciously?
- Do you maintain eye contact with others or avoid it?
- Do you have any "nervous habits" (e.g. drumming your fingers, chewing on your nails or pencil, etc.)
- Do you generally appear relaxed, alert, and interested?
- Do you move with a sense of purpose and energy?

## How You Dress

- Do you "dress professionally"?
- Do you wear clothes that are appropriate for the work you do and that flatter you?
- Do you take care to groom yourself?

## Character

## Integrity and Ethical Behavior

The expectation of integrity and ethical behavior are a given whether you are talking about the public or private sector. However, there is a particular sensitivity to it in the public sector and especially in the Federal arena. This means treating people with dignity and respect; avoiding conflicts of interest and favoritism or any appearance of them; respecting the confidentiality and privacy of customer's concerns and needs; and modeling professional standards of behavior and integrity.

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Leaders do not command excellence, they build excellence. Excellence in this case is about "being all you can be" within the bounds of doing what is right for your organization. To reach excellence you must first be a **leader of character**. You must do everything you are supposed to do, set the pace, and display behavior that builds trust and ensures confidence in your capability and the organization's continued vitality. These traits coupled with your beliefs, values and skills ultimately lead to the level of credibility you have in the organization.

### Getting to We - Relationship Building

**Relationships are the key to success.** Building relationships is often listed as a leader's primary responsibility. It is often couched in terms that state things such as: leading people, driving for results or similar imperatives. But, scratch the surface even a little and you soon find that underneath each leadership imperative is the need to build relationships. These relationships start from trust and then grow to be synergistic alliances that promote and further the goals of each individual and the mission of the organization.

The foundation of leadership, community and partnering has been, and continues to be, **trust**.

Whether you are talking about leadership with your family, leadership in your community or leadership in your office, it must begin with someone being willing to follow your lead. In order to do that, they must feel that you are trustworthy and that they can trust you in whatever endeavor you are undertaking.



**Trust in organizations is the single and personal responsibility of each person** who interacts there, whether executive, manager, front line employee, contractor or supplier. Each and every one helps to create, participates in, and contributes to, a climate and culture of trust.

### Communication Styles

Your success may depend to a large degree on how well you interact with others on a daily basis. Because each interaction has the potential of working for or against you in achieving the results you desire, knowing how to communicate effectively in your day-to-day interactions with others is the *key* to increasing a leader's ability to achieve personal and organizational success.

Adaptability is a measurement of an individual's interpersonal awareness and ability to make appropriate changes to behavior that leads to mutual success. It is the single biggest factor in determining your effectiveness. Adaptability is a way of adjusting to someone's process and building rapport and trust.

***“Those who are the most agile and flexible, those supple enough to adapt to the shifting conditions will succeed.”***

*-Kouzes and Posner*

## **Change**

A few years ago the characteristics that were most valued in an employee were stability, the ability to maintain the status quo, and longevity, these characteristics have changed dramatically. Now, organizations look for flexibility, resilience, new thinking, and individuals skilled in riding the many waves of change.

And most importantly, organizations are looking for leadership at every level that can help facilitate these discussions, encourage flexibility and resilience, and help move change forward, even when they themselves are worried and fearful to some degree.

### **Learning Activity: Identifying Opportunities in the Midst of Change**

#### **Competency: Personal Leadership and Integrity**

In the space below identify at least two leadership opportunities you intend to pursue in the next six months.

Leadership Opportunity #1:

Leadership Opportunity #2:

**Take charge of your learning and growth, thinking  
in terms of contribution, not position.**

*“Fast Company”*