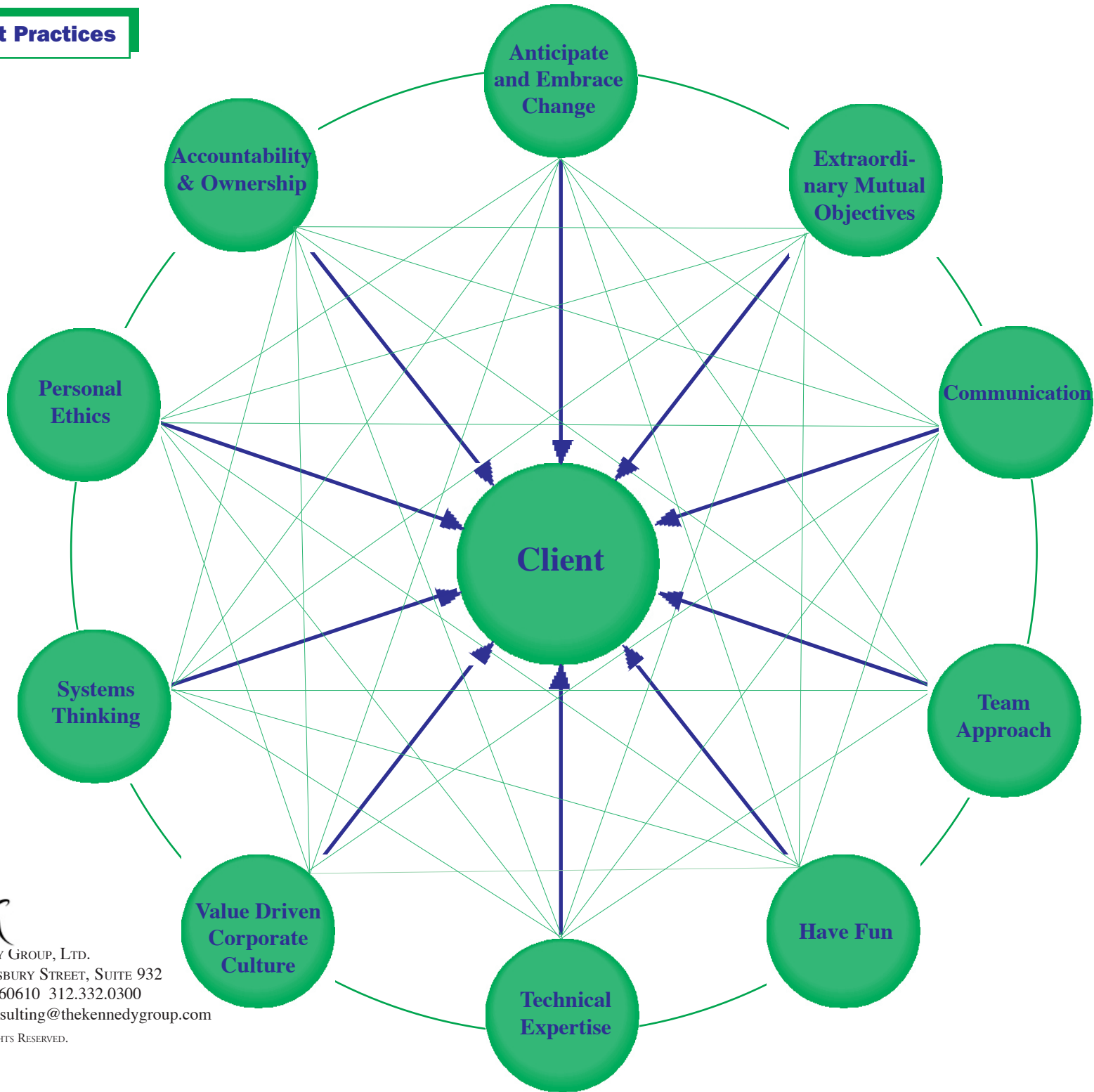




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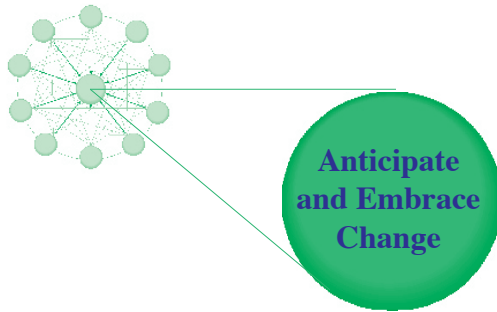
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Leadership Best Practices



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ANTICIPATE AND EMBRACE CHANGE

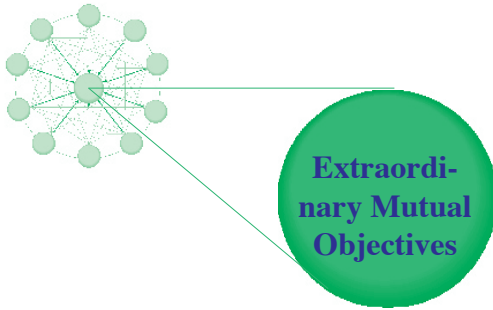
Are we addressing change issues proactively? Are we causing change to happen?

Leaders cause purposeful change to happen by challenging the status quo, breaking old paradigms and creating a sense of urgency around change. They recognize the potential impact of globalization and how to “leap frog” ahead of their competitors. They understand the change process and lead accordingly. Causing change to happen requires an enormous amount of courage and stamina. Leaders willingly take appropriate risks and fully embrace change as a useful way to conduct business.



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EXTRAORDINARY MUTUAL OBJECTIVES

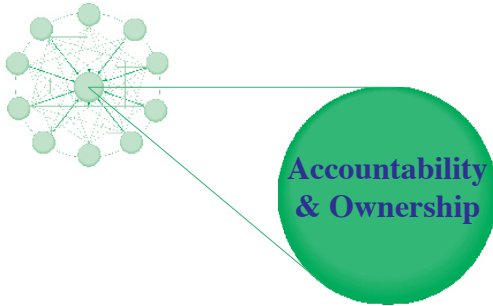
Are we all committed to the same objectives?

Leaders generate commitment to achieving common measurable objectives that make a major positive difference in profitability. In the final analysis, tangible results are expected. Leaders motivate individuals and teams to outperform all reasonable expectations and achieve extraordinary results. They appeal to people's best instincts to think at the highest level, i.e., to use all their intelligence, ingenuity and resourcefulness to help each other achieve these objectives.



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ACCOUNTABILITY AND OWNERSHIP

How will we hold each other accountable for our actions, behaviors and results?

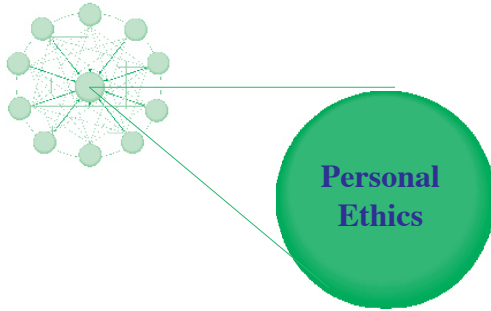
Leaders set standards for individual accountability. They accept personal accountability for results of decisions and actions within their areas of responsibility and accept organizational accountability for overall results. Leadership accountability involves building trust and interdependence, being authentic and promoting accountability throughout the organization as well as with customers/clients.

Leaders instill a sense of ownership. They share openly the organization's balance sheet and educate the work force as to how the business really works. They help the work force make sense of the numbers and set standards to challenge them to perform to their maximum potential. They create a pay for performance reward system that aligns with corporate values and measures quantitative and qualitative behaviors. Everyone has a stake in the outcomes.



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PERSONAL ETHICS

Are we acting as role models?

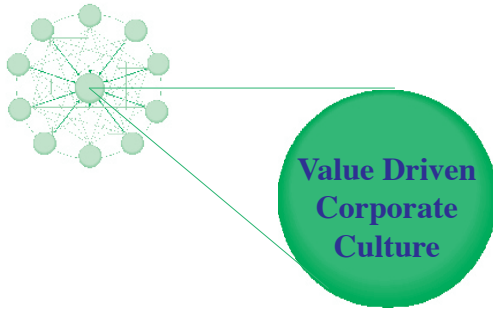
Leaders exemplify high personal standards of behavior through their personal style and actions. They balance the pragmatic (short term) with the desired future (long term). Their ethics are reflected in their abilities to:

- be courageous and stand up for what they believe
- use their power wisely
- take charge while letting go of control
- inspire and motivate others
- respect the value of a diversified work force
- accommodate ambiguity and different viewpoints
- possess integrity and generosity of spirit
- recognize their own strengths and weaknesses, enhancing the former and improving the latter.



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VALUES DRIVEN CORPORATE CULTURE

Do we have a set of corporate values, and are we living our corporate values in our daily business practices?

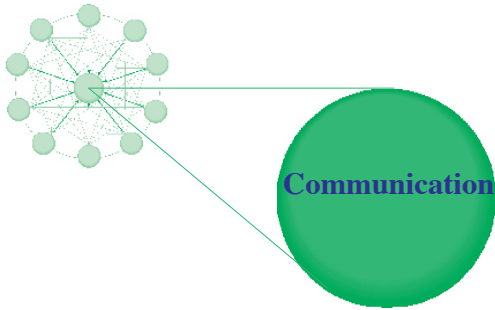
Leaders define and institutionalize a set of corporate values that support the organization's vision. These values:

- reflect the collective beliefs of the organization
- serve as a yardstick by which the organization's employees, shareholders, clients and the public-at-large judge it
- form the foundation of the corporate culture
- set the standards of behavior, and
- are actualized through daily work processes and practice.



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COMMUNICATION

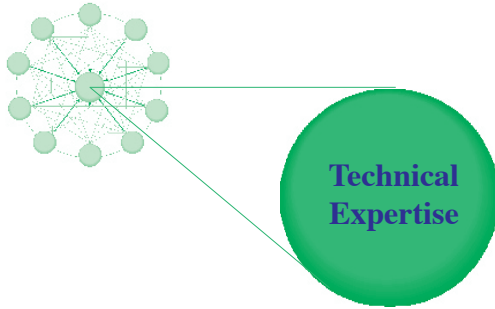
How honest and open are our communication processes?

Leaders recognize that high impact results are driven by an effective, fact-based, value-added, consistent organizational communication process. Honest communication includes the ability to cause positive conflict, respecting the knowledge and opinion of others, bringing together the right resources and creating synergistic solutions.



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TECHNICAL EXPERTISE

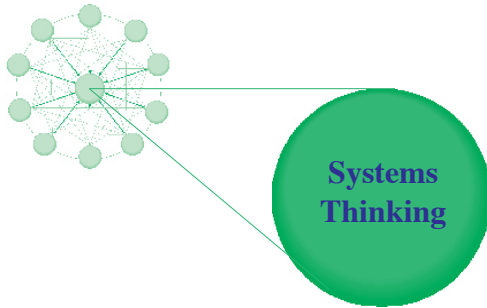
Do we have the technical skills necessary to achieve our goals?

Leaders assess their players carefully and determine ways to best leverage individual capabilities. Leaders create a learning environment that allows individuals to continually enhance their technical competencies. Their guidance regarding competency-building helps create a flexible, diverse work force capable of taking advantage of business opportunities.



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SYSTEMS THINKING

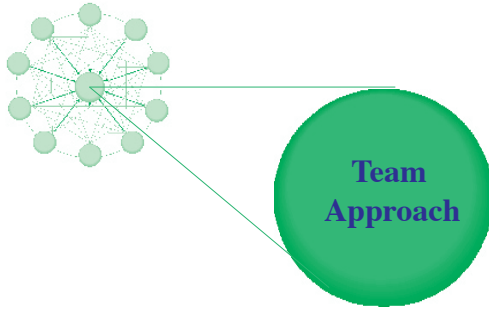
Are we in alignment with all our systems and processes?

Leaders think in systems terms. They consciously manage through a systems thinking approach. Leaders recognize that every part of the organization is related to every other part. They create the conditions that produce consistency through alignment of organizational processes at all levels, i.e., integration of roles, rewards, information technologies, policies and practices.



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TEAM APPROACH TO BUSINESS

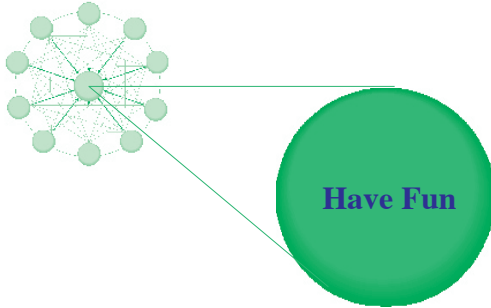
Are we creating the synergies needed to stay ahead of our competitors?

Leaders create high performing teams. They recognize that higher quality, efficiency, service and more rapid adaptation to innovation grows out of the interrelationships and the abilities of individuals who work together as teams. Leaders make teamwork part of the culture, expecting everyone to be committed to a team approach to business. This team concept translates into sharing/leveraging knowledge and resources across the organization and creating seamless delivery to the customer.



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HAVE FUN

How are we working together; are we having fun?

Leaders are serious but never take themselves too seriously. They have the ability to laugh and have fun. They use positive humor to build energy and enthusiasm. They recognize that an atmosphere of fun helps increase creativity and risk-taking, allowing individuals to bring valuable, outrageous ideas to the table. They encourage spontaneity, nonconformity and independent thinking. Above all, they celebrate successes.



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