

GROUP	1	PERIODIC TABLE of the ELEMENTS of Leadership and Management																18
PERIOD	1																	2
1	1 H Humor																	2 He Know Heading (Vision & Strategy)
2	3 O Be Optimistic	4 Cm Build Competence																
3	11 B Strike Balance, Maintain Health	12 Co Be Consistent, Transparent, Predictable																
4	19 Rf Routinely Reflect	20 C Act With Courage																
5	37 Pv Live Personal Values	38 Ln Learn																
6	55 Ai Ask For Input	56 Rh Honor Honest Failure																
7	87 Rs Recognize Your Short- comings	88 Hu Humility																
	Know Yourself	Be Trustworthy																
	INSPIRE																	IMPROVE
	21 L Listen	22 Wa Wander Around	23 Vi Vision (Dream)	24 D Delegate (Empower)	25 P Play	26 Th Say Thanks (Accentuate the Positive)	27 Cw Take Leadership Courses & Workshops	28 P Define the Problem	29 Mc Measure Complaints	30 Pr Set Priorities	31 Pm Process Map	32 Go Go for simple not perfect solutions	33 Vf Focus on the Vital Few	34 M Measures	35 Bm Basic Metrics	36 Ot Know Opportunities & Threats		
	39 Br Brainstorm	40 Oo One on One Meetings	41 Se Set Expectations	42 En Enable (Remove Barriers)	43 Am Admit Mistakes, Apologize	44 Oh Offer Help (Coach)	45 Ba Read Books & Articles	46 Mi Measure It	47 Kr Determine Key Customer Requirements	48 In Get Employees Involved	49 Fb Fishbone Diagram	50 Id Seek Ideas From Many People	51 Vd Visually Display Data	52 Rw Reward	53 Dm Decentralized Decision Making	54 Pe Understand the People		
	71 Re Take Responsibility	72 Io Interactive Off sites	73 Di Have/Show Direction	74 A Account- ability	75 Be Be Approach- able	76 Cs Celebrate Success	77 Ts Take Stretch Jobs	78 Si Study It (Analyze)	79 Dp Design Process for Customer	80 R Take Risks	81 Pc Use Pareto Charts (80-20)	82 Ww Use Wits Not Wallet	83 Tr Look for Trends	84 Tw Open Two-way Conversations	85 Lo Learning Organization	86 Pp Know Processes & Procedures		
	103 X Suppress Own Ideas, Execute Theirs	104 S Survey and Poll	105 Pa Be Passionate	106 Sk Share Knowledge & Resources	107 Tr Think Reciprocity	108 Do Define Outcomes	109 Ls Learn from peers and Subordinates	110 Im Implement a Solution (Ownership- Yours & Theirs)	111 De Delight the Customer	112 Al Allow/ Learn from Mistakes	113 Cc Control Chart	114 Ne Understand There is No End to Improvement	115 Fp Fix Problems Not Blame	116 S Select Right Talent	117 BI (Win) Baldrige Award	118 U Understand Mgmt. Chain Short Comings		
	Trust Others	Get Feedback	Lead People	Motivate	Engage the Work force	Give Feedback	Self-Improve	Solve Problems	Customer Focus	Push the Envelope	Use Tools	Continuous Improvement	Fact based Decision Making	Align with Management Levers	Walk Before You Run	Know Your Organization		
	INSPIRES TRUST																	

Employee's Golden Offer:

Don't keep us in the dark, clearly let us know what you want us to do, be positive and let us play to our strengths, give us a little leeway to be creative, let us know how we are doing, and we will perform superbly for you.

Leadership Philosophy:

I am a leader. I ...

TRUST...I am trustworthy. I trust others, and I make and keep promises to my colleagues - direct reports, peers, bosses, and customers - and myself.

COMMUNICATE...I actively engage my colleagues through open, honest communication. I listen to them and implement their ideas before implementing my own. I solicit personal feedback to ensure that my words and behaviors, as others perceive them, match my values.

REMOVE BARRIERS...I help remove bureaucratic and political barriers that prevent us from achieving our goals.

EMPOWER...I show trust in my colleagues by often letting them do things their own way. I give them the freedom and encouragement to take calculated risks and make mistakes as part of their development. I am quick to forgive.

DEVELOP OTHERS AND MYSELF...I adopt best practices from others and believe in the continuous improvement of my team, I delegate to help develop my employees. I have a hunger to learn more about management and leadership.

MAKE FACT-BASED DECISIONS...I use data-based decision making to help me efficiently and effectively drive results. I make decisions timely and smartly.

TAKE RESPONSIBILITY...I take responsibility for my role to improve our organization. I am positive, optimistic, proactive, and accountable for my actions and inactions, and those of my team. I apologize for my mistakes. I challenge destructive behaviors exhibited by my direct reports, peers, and seniors.

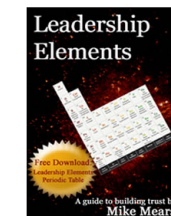
I do the right thing because I am a leader.

Live up to your title - not off it. Teach others these principles, and for goodness sake, laugh a little.

Directions:

Leadership elements fall on the left side of the table and management elements on the right. Each column of elements represents a group (the name of each group is in the black box at the base of each column). Heavier elements (those harder to execute) are lower in the group columns. Groups are organized into three large shaded families from left to right: inspire, improve and implement.

LEADERSHIP ELEMENTS										MANAGEMENT ELEMENTS									
* Our Future Org	57 Ro Is Results Oriented	58 Fo Is Focused on Mission & Results	59 Le Leaders Energize Employees	60 Lm Has a healthy Management Chain	61 Ep Empowers	62 Dd Uses Data Driven Decision Making	63 Sp Strategically Plans	64 K Leverage Knowledge	65 Ag Is Agile	66 Cf Has Customer Focus	67 Ur Uses Resources Wisely	68 T Treats Employees with Respect	69 Cb Collaborates	70 St Streamlines Processes					
	89 Ps Play to their Strengths	90 Ff Provide Fair & Frequent Feedback	91 Pf Emphasize Positive Feedback	92 Na Use a Non-autocratic Management Philosophy	93 E Enable them to Learn their job	94 Cc Have Casual Conversations	95 Sc Show concern for them	96 Pg Focus on their Progress	97 Lg Encourage Learning & Growing	98 Vo Value Their Opinions	99 A Accept their mistakes	100 Wm Link their Work to the Mission	101 Oc Let their Opinions Count	102 Ho Are Honest					



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