

Strategies: **Model the Way**

1. At the end of every day, ask yourself, “What have I done today that demonstrated one of my key values? What have I done today that might have sent the signal that I wasn’t committed to the key value? What can I do tomorrow to live out a key value?”
2. Answer the question, “What are the values that should guide my decisions and actions?”
3. Do something dramatic to demonstrate your commitment to a team value. For instance, if customer service is a value, spend a day answering the phones in the call center, working behind the counter at a store, or visiting customers at their locations.

Strategies: **Inspire a Shared Vision**

1. Every week interview one of your constituents—a direct report, peer, manager, or customer—and ask, “What are your aspirations for the future?”
2. Be positive, upbeat and energetic when talking about the future of your team and organization.

Strategies: **Challenge the Process**

1. At least once a month, set aside time to think about what challenging opportunities—new experiences, job assignments, tasks— you could seek to test your skills and abilities. Look for opportunities for tough assignments.
2. At least once a month, identify something you can do to challenge the way things are done—the status quo—at work. For example, think about what product or process innovations would help your organization improve. Then take the initiative to make change happen.
3. Once a week at a regular meeting, ask each team member to answer this question: “What have you done in the last week to improve so that you are better this week than you were a week ago?”

Become a Better Leader

Suggestions by Practice

Strategies: **Enable Others to Act**

1. Think about the ways in which projects are planned and decisions made in your organization. Then come up with several actions you can take to involve others in the planning and decision-making process.
2. Before every interaction, regardless of length, ask yourself this question: “What can I do in this interaction to make this person (or persons) feel more capable and powerful?”
3. Talk one-on-one with your team members to find out what kind of support and coaching they would like from you and what training opportunities they need. Find ways to connect people to the resources they need—other people, materials, funding, training, information, and so on.

Strategies: **Encourage the Heart**

1. Think of ten small ways in which you can reward people who have done something especially well. Then reward those extraordinary efforts. Don’t let them go by unnoticed.
2. Identify those constituents who best embody your values and priorities and think of three ways to single them out in the weeks to come, to praise and reward them.
3. Tell a public story about a person in your organization who went above and beyond the call of duty.