

THE WISDOM OF LEADERS - DAILY PRACTICES TO SUSTAIN LEADERSHIP SUCCESS

- Your work is important but your success depends on the work of others. Be present to your team. Be visible and involved on a regular basis.
- Ask often, "What is the best use of my time, right now. What is it that only I can do"? Don't do the work of your staff.
- Lead people by clearly stating the desired results. Let them decide how to achieve those results.
- Spend time developing the strengths of your top performers. Don't spend the majority of your time trying to "fix" people.
- Get to know your staff. Find out what they need and want from work. Know their strengths and aspirations. Provide opportunities for training and skill development. Have fun as a team but maintain your role as the boss, not a buddy.
- Be consistent and fair regardless of how others treat you. Don't let the negative actions of others dictate your actions and responses. People who react irrationally or constantly find fault with others do not serve as positive role models.
- Stand by your people in times of stress and crisis.
- Praise in public, correct in private.
- Know yourself and accept that you are not perfect. Even the best leaders have flaws. Accept yourself and build on your strengths. "Great leaders are not defined by the absence of weakness but rather by the presence of clear strengths." (Zenger)
- Regularly stop to ascertain what is most important and then allocate people and resources to get it done. Stay focused on that job until it is done.
- Set performance expectations. Be specific and clear. Allocate authority equal to the responsibility assigned. Provide regular feedback on performance.
- You must multiply yourself to be an effective leader. Build the capabilities of your staff. Help them to be better than they thought they could become.
- Develop and regularly update your professional body of knowledge. You cannot teach what you do not know. Become proficient at teaching/mentoring others. "Live as if you were to die tomorrow. Learn as if you were to live forever." (Gandhi)
- Spend most of your time envisioning and building a better future rather than tearing down people. Great leaders concentrate on the positive and on what can be changed. Negativity saps the spirit.

- Recognize that what you allow you encourage.
- Under promise and over deliver.
- Define success. Describe it and write it down. Talk about it with the team and show each team member how they are responsible for achieving the desired results. Develop effective measures that help you keep on target.
- Create a culture of excellence by modeling trust, integrity, respect, effective communication, collaboration, energy, and joy.
- Be a good citizen of the University. Collaborate with people outside of your area for the common good. Break away from silo thinking. Find creative solutions.
- Regularly talk to clients /customers. Get their candid reaction to the quality of the services provided by your unit.
- Say no when necessary.
- Find someone who will tell you the truth. Develop a "Personal Advisory Board."
- Recognize good and poor performance... immediately.
- Effective leaders speak about what is possible rather than about obstacles and challenges. A positive approach gives people power to take action.
- Head the advice of Aristotle, ***"Anyone can become angry -that is easy. But to be angry with the right person, to the right degree, at the right time for the right purpose and in the right way, this not easy."***
- Develop a values statement that can guide you and your team when confronted with conflicts, communication issues, or relationship problems.
- Leadership is not a sprint, it is a long race. Find ways to enjoy the journey. Have friends, be a friend. Enjoy a life away from work.