

Seven Leadership Pillars

1. **Inspires** with a clear vision and roadmap
2. **Listens** with openness and curiosity
3. **Speaks** with transparency and authenticity
4. **Facilitates** healthy debates and meetings
5. **Makes Decisions** inclusively and effectively
6. **Delegates** effectively and creates accountable teams
7. **Supports Others** in developing and succeeding

Leadership Micro-Practices (46)

1. **Inspires** with a Clear Vision & Roadmap
 - 1.1 Embodies and shares a compelling vision of the future.
 - 1.2 Communicates and breaks down the vision so that people see how they fit in.
 - 1.3 Establishes clear roadmaps that define the milestones & short-term future.
 - 1.4 Establishes clear priorities so that people know what to work on.
 - 1.5 Renegotiates priorities with others when things change. Does not pile on new objectives without reprioritizing old ones.
 - 1.6 Establishes key metrics and indicators to stay on track.
2. **Listens** with Openness & Curiosity
 - 2.1 Brings curiosity and a willingness to be influenced.
 - 2.2 Approachable and open to critical feedback on their ideas, decisions and leadership style. Willing to learn from mistakes.
 - 2.3 Digs for others' underlying interests and concerns.
 - 2.4 Listens to ideas fairly, regardless of who is presenting them.
 - 2.5 Empathizes with others and notices people's emotions.
 - 2.6 Listens in a way that people feel heard.
3. **Speaks** with Transparency & Authenticity
 - 3.1 Clearly expresses where they stand on issues.
 - 3.2 Shares their opinions and concerns, even if unpopular or lacking certainty.
 - 3.3 Owns their opinions as opinions. Does not position their opinions as facts to prove their point.
 - 3.4 Addresses challenging issues promptly. Names the elephant in the room.
 - 3.5 Gives honest feedback. Shares their perspective when they are dissatisfied with people's work.
 - 3.6 Cleans up issues with others. Does not harbor resentment.

4. **Facilitates** Healthy Debates & Meetings

- 4.1 Leads effective meetings. Clarifies the objectives and avoids unnecessary rabbit holes.
- 4.2 Stays present and avoids cell phone and computer distractions.
- 4.3 Embraces creative conflict. Does not shy away from passionate debate.
- 4.4 Draws the quiet people out.
- 4.5 Brainstorms with others to generate creative solutions.
- 4.6 Has sufficient understanding of an issue and others' opinions before advocating for a specific solution.

5. **Makes Decisions** Inclusively & Effectively

- 5.1 Includes the right people in decision-making.
- 5.2 Considers others' opinions and concerns before deciding. Respects people's roles and expertise.
- 5.3 Has a bias for action. Willing to try out ideas and see what is learned, e.g. rapid prototyping.
- 5.4 Makes good and timely decisions. Takes appropriate risks even if all the information is not available.
- 5.5 Is clear when a decision is made and ensures full group alignment. Even if some people would have made a different decision, they "disagree and commit."
- 5.6 Establishes clear next steps.
- 5.7 Proactively informs people who are impacted by decisions.

6. **Delegates** Effectively & Creates Accountable Teams

- 6.1 Ensures commitments are clear, realistic, and agreed upon (who is doing what by when).
- 6.2 Does what they say they will do. Follows up.
- 6.3 Tracks progress on commitments and ensures completion.
- 6.4 Renegotiates when commitments are in jeopardy. Avoids surprising others with bad news or last-minute delays.
- 6.5 Allows people to fulfill their roles and make decisions without micromanaging them.
- 6.6 Holds people accountable. When commitments are missed, discusses what went wrong and gets a new commitment.
- 6.7 When tasks are completed, gives helpful feedback (both positive and negative).
- 6.8 Ensures the right person is in the role, moving or letting people go when it's the wrong fit.

7. **Supports Others** in Developing and Succeeding

- 7.1 Motivates people to bring their best and strive for excellence.
- 7.2 Offers frequent and genuine appreciation for people's contributions.
- 7.3 When people are failing, offers support and resources (instead of beating them up).
- 7.4 Debriefs issues. Assumes positive intent and helps others learn from mistakes.
- 7.5 Coaches, challenges and supports people to develop their skills and careers.
- 7.6 Leads effective 1-on-1's.
- 7.7 Does not talk negatively behind people's backs (no triangulation). When they have an issue, they speak directly to the person.