

Catalyzing Change

Consistently promotes the cause. Seldom misses opportunities to encourage others to “get on board” or to reinforce those who already are. Drives to get self and others engaged in any new initiative.

Over done

Top down pressure
Puts spin on change
Ignores negative impact
Hides own vulnerability
Appears to be in denial
Unrealistic expectations

Under done

Not a change champion
Doesn't get out message
Fosters doubt in others
Blocks energy/focus
Undermines credibility
Inhibits the process

Coping with Transition

Is in touch with own personal reactions to transition and change, and is comfortable sharing those emotions. Walks the talk and leads by example. Models coping behavior.

Over done

Too focused on self
May be overwhelmed
Second-guessing change
Fails to implement
Creates new barriers
May derail

Under done

Wears emotional mask
Ignores others' emotions
Attempts to “suck it up”
Stays detached
Unhealthy role model
Awkward/insincere in understanding others

Sense of Urgency

An action person. Always looking to start the action and keep things rolling. Moves on issues quickly and pushes others to work at a rapid pace. Wants to get things done.

Over done

Insistent, pressuring
Runs ahead of plan
Everything a priority
Impersonal
Blocks resistance
Pushes too hard

Under done

Not committed to change
Yields to resistance
Reluctant to push others
Indecisive and uninspiring
Conflict with culture
Not enough movement

Realistic Patience

Appreciates that people learn and cope with change differently and does not judge them based on his/her own style, preferences or capabilities. Allows others the time and space to keep up.

Over done

Can be manipulated
Fails to implement
Doesn't inspire others
Frustrates those who
are ready to move on
Soft on people issues

Under done

Doesn't listen well
Won't acknowledge loss
Hides own feelings
Gives up on people
Generates fear
Fosters resistance

Being Tough

Makes the tough calls and difficult decisions about issues and people with little hesitation or second-guessing. Not afraid to take a stand in the face of public opinion or strong resistance.

Over done

Aggressive/pressuring
Bullies others
Insensitive/alienating
Treats people coldly
Denies own vulnerability
Labels and punishes

Under done

Shuns challenging issues
Doesn't deliver results
Too soft in moving others
Avoids conflict
A sucker for excuses
Wishy-washy/spineless
Lacks accountability

Being Empathetic

Puts him/herself in other people's shoes. Takes others' perspectives into account when taking action or implementing decisions. Gives others the benefit of the doubt.

Over done

Too sensitive to emotions
Allows people to flounder
Personalizes business at an unhealthy level
Plays favorites
May appear phony

Under done

Cold/abrupt/insensitive
Doesn't understand
Self-centered, uncaring
Keeps people at distance
Not approachable
My way or the highway

Optimism

Sees the upside and positive potential of any challenge. A real “glass is half-full” kind of person who communicates and conveys that optimism to others, and looks to them to feel the same.

Over done

Oversells positives
Blows smoke - “BS’es”
Naïve and clueless
Spews the party line
Doesn't own
 shortcomings
Not authentic or genuine

Under done

Low confidence in future
Doesn't energize others
Bland and uninspiring
No vision or passion
More of a follower
Low resilience

Realism/Openness

Realistic and grounded in assessing prospects for the future. Candid and open in communicating what is known and not known. Speaks the truth and doesn't sugarcoat the facts. Admits personal mistakes and foibles.

Over done

Overly Pessimistic
Won't buck status quo
Shares too much info
Leaks/vents excessively
Tries too hard to be “one
of the gang”
Unable to energize change

Under done

A faker and a showman
Doesn't see downside
Withholds information
Hides own feelings
Ignores others' concerns
Detached/Condescending
Afraid to be vulnerable

Self Reliance

Has a great deal of confidence in own skills and abilities, and is willing to step up and tackle most new challenges as they arise. Is willing to take a lead role and “do it myself” when it is important.

Over done

Operates alone
Holds issues inside
Carries a heavy load
Narrows the options
Has trouble sharing
Can be a perfectionist

Under done

Leaves things to chance
Doesn't follow through
Behaviorally timid
Doesn't inspire others
Easily overwhelmed
Doesn't add value to the leadership process

Trusting Others

Comfortable letting others do their part of a task or project. Open to input and support from colleagues and friends. Shows trust and respect to others and is willing to be vulnerable with them.

Over done

Abdicates responsibility
Trusts wrong people
Often seen as naïve
Self-reveals too much
Leaves group leaderless
At risk with peers

Under done

Second-guesses others
Hoards needed info
Stays detached/isolated
Stifles growth in others
Poor team builder
Silo relationships

Capitalizing on Strengths

Knows own strengths and attributes, and confidently relies on them to tackle new challenges. Trusts the abilities that have generated success, rewards, recognition, compliments, and promotions in the past.

Over done

Stagnant
Stuck in prior learning
Misses uniqueness
Pigeon-holes others
Jumps to the familiar
Resists needed change
Oversells past achievements

Under done

Seeks too much stretch
Jumps to new challenges
Ignores stable tasks
Under-utilizes strengths
Misses core objectives
No basis for ongoing success

Going Against the Grain

Likes to get out of their comfort zone and try new things and new ways of doing things; even when the new is difficult or painful. Willing to tolerate discomfort if it leads to learning.

Over done

The devil's advocate
Constant exploration
Seduced by change
Doesn't "stick to the knitting"
Leads others over their heads
Too critical of the past

Under done

Stuck in old habits
May derail self/others
Doesn't model learning
Can be a yes-person
Doesn't add learning value to team