

## FOURTEEN CHARACTERISTICS OF EFFECTIVE LEADERSHIP

1. REPUTATION - Reputation determines how you are seen by those you would influence. This is about the exterior but it radiates from the person on the inside. It is about how you present yourself. It is about self-confidence. Are you worthy of attention?
2. COURAGE - Courage comes in two forms: physical and moral. Moral courage is a fundamental requirement of all effective leaders. It is a commitment to doing what is right, a devotion to inviolate principles. Leaders worthy of respect do the right things, in the right way, for the right reasons. People still respect honesty, trustworthiness, equity, and honor.
3. DECISIVENESS - Leaders are decision makers who know how and when to act. Do not confuse decisiveness with inflexibility. There is a difference between changing a course of action on the basis of developing conditions and just failing to be consistent.
4. DEPENDABILITY - Good leaders are genuinely concerned for the welfare of those they are leading. They are role models. Leaders do not have jobs to which they can come and go. Leaders are dependable people -- all the time.
5. ENDURANCE - Leaders exhibit physical stamina and can endure sustained hardship. Endurance involves patience. It means going the distance, taking the long view for the greater good of an organization. Endurance means staying with things, even when the going gets rough.
6. ENTHUSIASM - Leaders infuse energy because they exude positive energy. Enthusiasm is more than just attitude. It permeates the work at hand. Enthusiasm is contagious -- and doubly so when it originates from a figure whom people respect.
7. INITIATIVE - Leaders are never satisfied with the status quo. They can think and act outside of the box. They provide vision and act insightfully.
8. INTEGRITY - Integrity is who you are in your soul. It is more than a manifestation of your honesty. It is a litmus test of respect -- it determines whether you will be taken seriously or not. Fail the integrity test and you will fail to be a positive influence.
9. JUDGMENT - Leaders decisions are based on all the available facts. It is important that rational and comprehensive thought be included in the decisions-making process. Decisions boil down to a matter of judgment, and the key to sound judgment is taking the time to duly consider the issue at hand. This approach is not at odds with being decisive. It is at odds with acting hastily.
10. FAIRNESS - There are few quicker ways to lose a following than to appear arbitrary, partial or unfair. Standards are essential. Set them, articulate them, model them and hold everyone to the same measure equally. Let people know what is expected.

11. KNOWLEDGE - A significant key to effectiveness is staying current in our profession. Strive for continual self-improvement. Read. Attend seminars. Take courses. Listen. Remember, it takes commitment.
12. LOYALTY - You cannot build or gather loyalty. It must be given to you freely by those you lead. You earn loyalty in two ways. First, you exhibit character worthy of loyalty. Your reputation is important. We follow those we admire and respect. Second, to be worthy of allegiance you must exhibit loyalty yourself. Loyalty flows two ways. If you are not sincere in caring about those over whom you have authority, how can you expect them to care about you or what you are trying to accomplish?
13. TACT - Good people skills go a long way in the art of leadership. No one appreciates an uncaring dismissal or a careless evaluation. Where and how we communicate can be as important as the words themselves. The old adage of “praise in public and reprimand in private” is an axiom of effective leadership.
14. UNSELFISH - Be accessible. Followers need to know that their leader has their best interests at heart. Perception is nearly as important as reality. You know you have their best interests at heart, but that is not enough. They must know it. Demonstrate a strength of character. Be an example on which others can pattern their lives.