

Behaviors of a Collaborative Leader / Manager

People Development

- Sees people development and coaching, especially of his direct reports, as his main job.
- Is constantly looking for development opportunities and bigger challenges for her people, and strongly encourages them to take advantage of them.
- Knows that higher employee satisfaction converts to higher customer satisfaction.
- Knows how to maintain a workforce that is knowledgeable, motivated and committed to goal achievement.

Leadership

- Understands the vision of the company and communicates it in deed, as well as word.
- Models the behaviors he wants employees to exhibit.
- Makes hard decisions, which are not always easily accepted and implemented, but which are in the best long-term interests of the people, the customers and the Company.
- Does not have her employees adapt to her needs, so much as she adapts to meet their needs.
- Carries the messages of his people to higher levels in the organization in a way that their input is considered and valued in making decisions that affect them.

Openness, Communication, Safety and Trust

- Provides an environment that encourages employees to speak their minds and hearts, and listens to what they say.
- Shares complete information. Communicates constantly.

Individual and Organizational Learning

- Knows he or she does not know everything and publicly admits to his or her “mistakes.”
- Does not invoke blame, but rather uses employees’ and the organization’s “mistakes” as learning experiences for everyone.

Personal Growth

- Seeks continuous personal growth for self and employees.
- Assists employees through personal and professional crises.