

Leadership Character Behaviors

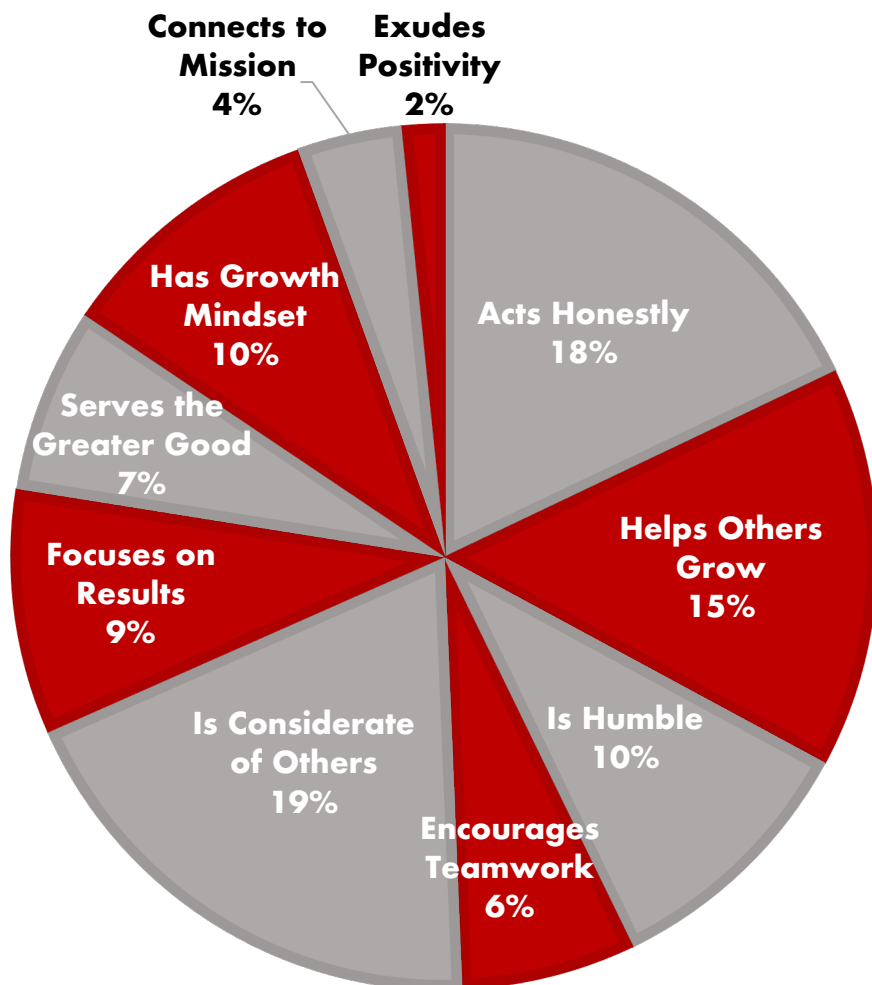
Lessons from the Awards

Every year, Turknett Leadership Group hosts the Leadership Character Awards. Individuals are nominated for exceptional leadership based on the Turknett Model of Leadership Character, which includes Integrity, Respect, and Responsibility. We have qualitatively and quantitatively analyzed hundreds of nominations from the last ten years to create a fully comprehensive list of the most common behaviors and actions of these amazing leaders. See the following categories and behaviors for ideas of how to become a high-character leader yourself!

Categories of High-Character Leader Behaviors

2.02: *"Takes the time to hand-write a personal note of appreciation to every staff person."*

7.02: *"He is a master of uncovering strengths and moving people in a direction that allows them to grow."*



A Breakdown of Behaviors

We have organized the behaviors of these nominated leaders by categories and subcategories. All leadership behaviors mentioned in 197 leadership nominations were coded and then categorized. The following list provides the behavior category and its overall percentage in bold, and the specific behaviors within each category and their percentage within the category below.

The categories have been placed to match the Turknett Leadership Character Model, where Respect, Responsibility, and Integrity are the main components of character.



INTEGRITY

A leader with Integrity is honest, trustworthy, and credible. They can stand up for what is right, keep their promises, and performs to the best of their ability.

RESPECT

A leader with Respect shows an unconditional high regard for others. They act with empathy, humility, and mastery, and do not place blame.

RESPONSIBILITY

A leader with Responsibility accepts responsibility of personal outcomes and outcomes of projects and teams within the organization. They are accountable, self-confident, courageous, and have a focus on the whole.

INTEGRITY

Behaviors in Category 1 were characterized by Integrity.

1. Acts Honestly: 18% of Behaviors

- 1.01 Transparent, Even When Negative (27%)
- 1.02 Builds an Honest Culture (15%)
- 1.03 Keeps Promises (14%)
- 1.04 Courageously Addresses Difficult Issues (12%)
- 1.05 Always Stands Up for What is Right (10%)
- 1.06 Sacrifices Personal Gains for Honesty (9%)
- 1.07 Walks the Talk/Practice What They Preach (6%)
- 1.08 Doesn't Cut Corners (3%)
- 1.09 Dedicated to Uncovering Truth (2%)
- 1.10 Honest About Own Growth and Past (1%)



RESPECT

Behaviors in Categories 2-4 were characterized by Respect.



2. Is Considerate of Others: 19% of Behaviors

- 2.01 Listens Actively (17%)
- 2.02 Shows Appreciation and Gives Credit (14%)
- 2.03 Displays Real Interest in Others (12%)
- 2.04 Never Places Blame (11%)
- 2.05 Considers All Sides (8%)
- 2.06 Always Available/Open Door Policy (7%)
- 2.07 Demonstrates Confidence/Provides Autonomy (6%)
- 2.08 Gives Everyone a Voice (6%)
- 2.09 Treats All Employees Equally (5%)
- 2.10 Demonstrates Work-Life Balance (4%)
- 2.11 Respects All Opinions (4%)
- 2.12 Believes in Every Employee (3%)
- 2.13 Never Gossips/Respects Privacy (2%)
- 2.14 Fights for Employees' Financial Wellbeing (2%)



2.01: "People leave her office knowing they have been heard."



3. Is Humble: 10% of Behaviors

- 3.01 Holds Others in High Regard (43%)
- 3.02 Shows Humility (22%)
- 3.03 Doesn't Ask Anyone to do Anything They Wouldn't Do Themselves (13%)
- 3.04 Doesn't Look for Credit (11%)
- 3.05 Sees Others as Equals (9%)
- 3.06 Down to Earth (2%)

2.09: "Gives just as much attentiveness to a custodian as she does a vice president."



4. Encourages Teamwork & Collaboration: 7% of Behaviors

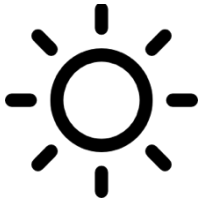
- 4.01 Encourages Teamwork in Solving Problems (27%)
- 4.02 Makes Sure Whole Team Gets Credit (16%)
- 4.03 Always Supportive of Team (13%)
- 4.04 Communicates Regularly (12%)
- 4.05 Treats Employees Like Family (10%)
- 4.06 Takes Responsibility for Whole Team (10%)
- 4.07 Assesses Strengths and Weaknesses of Team (6%)
- 4.08 Looks for Win-Wins (5%)

4.02: "Always recognizes his team and states that he would be nothing without them."



5. Serves the Greater Good: 7% of Behaviors

- 5.01 Volunteers/Frequent Service (36%)
- 5.02 Cares About CSR/Community (29%)
- 5.03 Considers Greater Good in Decisions (20%)
- 5.04 Respects Customer Wellbeing (15%)



6. Exudes Positivity: 2% of Behaviors

- 6.01 Has Sense of Humor/Has Fun (30%)
- 6.02 Values Family Openly (30%)
- 6.03 Cheerful Demeanor (28%)
- 6.04 Enthusiastic (13%)

RESPONSIBILITY

Behaviors in Categories 6-9 were characterized by Responsibility.



7. Helps Others Grow: 15% of Behaviors

- 7.01 Challenges Employees to be Their Best (27%)
- 7.02 Helps Others Develop (24%)
- 7.03 Goes Out of Way to Help Others (11%)
- 7.04 Committed to Diversity (8%)
- 7.05 Provides the Resources Needed to Excel (8%)
- 7.06 Provides Constructive Feedback Politely (7%)
- 7.07 Shares Resources for Employee Development (7%)
- 7.08 Connects People to Each Other (5%)
- 7.09 Provides Opportunities to Give Back (2%)
- 7.10 Allows Others to Shine (1%)



7.01: "She sets certain standards and expectations for her team and holds her people accountable for living up to those standards."

8. Focuses on Results: 9% of Behaviors

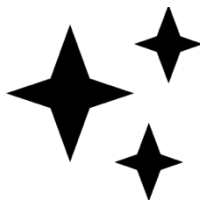
- 8.01 Holds All Accountable, Including Self (30%)
- 8.02 Problem-Solving/Action-Oriented (25%)
- 8.03 Works as Hard as Everyone Else (12%)
- 8.04 Carries on Through Difficulty (10%)
- 8.05 Objective in Decision Making (9%)
- 8.06 Persistent Follow-Through (8%)
- 8.07 Challenges Convention and Tradition (7%)





9. Has a Growth Mindset: 10% of Behaviors

- 9.01 Solicits Feedback from Others (26%)
- 9.02 Maintains Personal Composure (16%)
- 9.03 Willing to Learn/Try New Things (16%)
- 9.04 Self-Confident (10%)
- 9.05 Admits Own Limitations (9%)
- 9.06 Looks for Ways to Learn from Mistakes (7%)
- 9.07 Balances Optimism and Reality (6%)
- 9.08 Views Challenge as Opportunity (6%)
- 9.09 Acts as They Expect Others to Act (4%)



10. Connects to Mission: 4% of Behaviors

- 10.01 Keeps Everyone Focused on Big Picture (23%)
- 10.02 Considers Future/Long-Term Impact (21%)
- 10.03 Explains Stance in Relation to Big Picture (17%)
- 10.04 Openly Uses Mission to Guide Decisions (17%)
- 10.05 Clear About Values (10%)
- 10.06 Chooses Culture/Mission Over Clients (6%)
- 10.07 Doesn't Give in to Pressure for Popularity (5%)

10.01: *"Constantly casting the vision and encouraging the team to rise to the occasion."*
