



## Success to Significance Leadership Model



- Level 5. Catalyzing a Movement** → *Systemic transformation*
- Level 4. Stewarding Organizational Change** → *Inspired culture*
- Level 3. Galvanizing Teams** → *High performance collaborations*
- Level 2. Empowering Others** → *Trusting relationships*
- Level 1. Mastering Me** → *Foundation of emotional intelligence*

### Level 1: Mastering Me—self awareness leads to emotional intelligence and personal mastery

- Has a strong sense of her/his purpose.
- Seeks, reflects and when appropriate embraces feedback from others.
- Understands his/her talents, motivations, communication and behavioral profile.
- Is aware of the effects of her/his style on others.
- Sets and meets meaningful personal and professional goals.
- Is authentic in all interactions with employees, customers, other leaders and stakeholders.
- Demonstrates good work/life balance.
- Makes decisions based on principles - lives and works in a principle-centered way.
- Is in the right position where her/his passion and talent contribute to business results and personal engagement.
- Effectively manages priorities and responsibilities to maximize productivity.
- Assesses each situation as an opportunity for learning.

### Level 2: Empowering Others—interpersonal skills with holistic approach results in trusting relationships

- Adjusts communication style to match the style of others.
- Seeks first to understand others before being understood.
- Demonstrates the ability to be present when interacting with others.
- Knows when, what, how and to whom to delegate.
- Sets clear expectations.
- Effectively matches her/his direct reports to the roles that best suit their talents, style, and interests.
- Engages the "whole person" (mind, body, heart, spirit) in his/her work and relationships.
- Coaches others to discover their talents and purpose, meet their goals, and reach their full potential.
- Manages her/his ego in leading and serving the needs of others.
- Skilled at delivering fair, frequent and when needed, difficult feedback.
- Takes the blame when things go poorly; credits others when things go well.

### **Level 3: Galvanizing Teams**— understanding and leveraging team dynamics generates high performance collaborations

- Effectively selects team members based on business needs and the diversity required.
- Engages team members in defining a meaningful mission and making key decisions.
- Provides many opportunities for team members to better know each other and build trust.
- Matches the combination of personalities, skills, and interests with team objectives to maximize team productivity.
- Runs productive and engaging meetings.
- Understands the natural stages of team dynamics (forming, storming, norming, performing) and facilitates team members through each stage.
- Ensures team has a clear set of operating principles that guide behaviors on the path to achieving business results.
- Secures the needed resources for his or her team to meet goals.
- Encourages his or her team members to work autonomously, and on things they find personally meaningful.
- Continually reinforces the team's compelling mission (the "why") to ensure focus and inspiration

### **Level 4: Stewarding Organizational Change**—harnessing the power of change and organizational dynamics to produce cultures that sustain success

- Engages all stakeholders in planning major change initiatives.
- Effectively communicates an urgent and meaningful vision.
- Celebrates successes and encourages learning from setbacks.
- Builds powerful coalitions that ensure widespread behavior change and effective implementation.
- Anticipates consequences and takes action to quickly remove barriers (human or otherwise).
- Ensures employee well being through all stages of the change effort.
- Balances need for both alignment and innovation across all organizational segments.
- Leverages the connections between employee engagement and business performance.
- Organizes change initiatives to produce short-term wins, so success seems possible and motivation grows.
- Facilitates the shaping of organizational culture (norms, beliefs, values, etc.) to support strategic direction and goals.

### **Level 5: Catalyzing Movements**—Level 1-4 capabilities combine with the passionate pursuit of creating significance

- Identifies systemic patterns within community, industry, region, nation or world.
- Pursues a passion/contribution that's greater than herself/himself and her/his organization.
- Capitalizes on opportunities to simultaneously benefit major business stakeholders: People (employees and customers), Performance (investors and owners) and Planet (community and world).
- Engages those who wish to be involved in the larger purpose without ostracizing those who don't.

- Influences multiple constituencies to strive to be the best FOR versus to be the best AT something (example: Tiger Woods is the best AT golf while Arnold Palmer was the best FOR golf).
- Spreads leadership for the movement widely, thereby strengthening the probability desired changes would be achieved.
- Influences people outside the organization with the same efficacy as people within it.
- Develops such loyalty from employees, customers and the community that intangible benefits, like belonging, freedom and expression, are as much a part of the "movement" as the organization's tangible contribution (resources, products or services).
- Is considered a hub in a vast network - a thought leader that connects people, ideas and resources.
- Demonstrates courage of conviction in the face of adverse consequences.