

*No matter what your leadership style is, there are some common elements that can make a good leader, a great leader. The 12 traits listed below, repeatedly appear as insights when our customers gather and analyze data points through the 9Lenses Interview Engine. Go through this list and find out if you meet all 12 criteria – our most successful clients and the business leaders we work with do!*

## SELF-IMPROVEMENT

- Understand your personal SWOT** - You analyze, understand, and work on your own strengths, weaknesses, opportunities, and threats. You make time for self-reflection and seek to constantly improve yourself.
- Methodically question** - You almost have a childlike curiosity about every aspect of your professional world. You are a “methodical questioner”, who seeks to make informed decisions. This particularly holds true when you try to formulate strategy.
- Overcome common leadership biases** - You overcome bias towards existing systems/processes or the status quo, bias toward certain team members, and bias towards certain clients or competitors.

## COMMUNICATION

- Effectively navigate the four levels of communication** - You can deftly navigate the four levels of communication depending on the situation:
  - Level 1 – Talk At:** *Quite simply, this occurs when you walk in and either declare what is to be done through rhetorical questions or statements. You realize the use of this level should be restricted and doused with as much humility as possible..*
  - Level 2 – Talk To:** *As a business leader there may be times when you are close to making decisions, but are already convincing stakeholders about your decisions. This is when you are “talking to” people – but you know that you need to share with people the rationale behind your decision.*
  - Level 3 – Speak With:** *This level is all about working toward collaborative decision making. As a leader, you know that having the ability to be “with” the people you are speaking to, leading, and serving is crucial.*
  - Level 4 – Listen and Empower:** *Often, the greatest leaders “listen and empower.” You are able to build high-octane teams that are motivated and empowered to execute. A good leader will foster a strong culture of listening and empowering.*

**Get Expectations Right** - Expectations are the human side of strategy – as a great leader, you have a good grasp of the four core factors of expectations:

**Factor 1 – Set Expectations:** *You set expectations for your immediate team and get feedback from team members in order to gain insights about any potential gaps and also about how you need to communicate with other stakeholders.*

**Factor 2 – Address Expectations:** *You focus on addressing people's expectations of you and align them with your own expectations.*

**Factor 3 – Manage Expectations:** *Good leaders understand that managing expectations is a continuous process of making sure that all your stakeholders (both direct and indirect) are aligned.*

**Factor 4 – Surprise Occasionally:** *As a great leader you never underestimate the power of surprises! Be it a surprise bonus or an extra vacation day for your employees, you know when to steer away from set expectations.*

**Listen before acting** - Here's our tried and true process for better communication and employee engagement – The Listen, Repeat and Act Cycle.

**Listen:** *You are aware of the wealth of human data that you have at your disposal to make smart, actionable decisions and capitalize on this wealth by listening to gain insights.*

**Repeat :** *Often suggestions, ideas, and feedback can get lost in translation. You repeat what your employees are telling you. You analyze the high-level results of what your employees are sharing and repeat it to them.*

**Act:** *Leaders who are able to connect concrete action to employee input can improve engagement overall.*

## TEAM MANAGEMENT

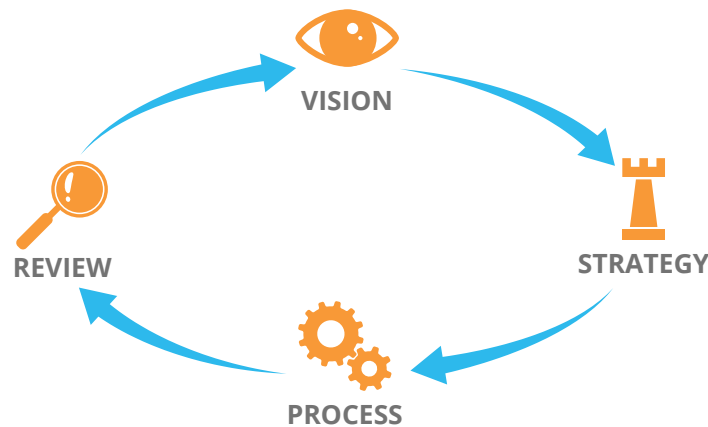
**Manage in all perceivable directions** - A good leader understand that its not just about managing his or her subordinates, but he/she needs to manage up, manage peers, clients, and every stakeholder for any given undertaking.

**Surround self with complementary advisors** - You work with people whose strengths are different from your own and understand the complementary and supplementary skills that go into creating a great team.

**Actively Align People and Teams** - You seek to actively align people and teams and are constantly on the watch for any misalignment or silos within your organization.

## PROCESS

- Understand that strategy execution is not unidirectional** - As a leader you understand that strategic management is never one way, and never miss steps in the cycle:



You start with a vision that comes from understanding how your role affects your company's bottom-line. You then follow-up with strategy that is both intelligent, measurable, and rooted in collective learning. You go on to execute with a tight process in place, which not just empowers people but also holds them accountable for results. You review your progress at regular intervals and repeat this cycle!

- Understand Delegation** - Delegation comes easy to you with this three-step plan:

- Step 1:** *You need to think about your job description before every task*
- Step 2:** *You choose the best people for the task from your team*
- Step 3:** *Consciously curb your inner-control freak every step of the way*

- Respect the people behind the numbers** - You can masterfully blend people insights with analytics to make wise decisions. In a world dominated by big data, you know that the data cycle starts with human or social input and ends with human output.

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### Connect With 9Lenses

We empower business leaders to use this data as a road map to drive improvements and help employees acquire the knowledge and skills to make business excellence sustainable. Whether you want to take your business to the next level or grow sales and customers, the Lenses provide the focus.

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