

# DEFINING LEADERSHIP

## EFFECTIVE LEADERS

- Trust and believe in you and are trustworthy
- Make you feel confident
- Back / stretch / encourage / empower and support you (including allowing you to fail)
- Don't judge you/others
- Are empathetic, patient, nurturing, caring
- Challenge your thinking
- Provide regular, constructive, honest, candid feedback and are open to feedback
- Are observant, active listeners
- Are transparent
- Are vulnerable, authentic
- Create a safe space / allow conversations
- Have low egos/are humble
- Have a vision and are passionate about it
- Are inspiring
- Act with integrity
- Role model bravery (do what's right) / are courageous
- Make time / are approachable / accessible / calm
- Create shared learning
- Are positive in orientation
- Take a personal interest
- Are respectful
- Give you exposure to other senior leaders
- Are decisive (when needed)
- Are collaborative / promote teamwork
- Provide direction not instruction
- Provide clarity
- Provide different perspectives
- Are flexible
- Are engaged and are engaging
- Emotionally consistent
- Curious, thoughtful
- Make you think about how to change

## INEFFECTIVE LEADERS

- Are disempowering
- Lack vision/clarity or unclear about priorities/expectations
- Are indecisive, unpredictable, inconsistent
- Set unrealistic expectations
- Provide no feedback or only negative feedback
- Have a fixed mindset / not open to ideas
- Don't provide support
- Don't care / don't believe in their teams / are disengaged / not interested
- Are distant or absent (physically or emotionally)
- Only care about results / themselves
- Micro-manage and control
- Tell you what to do / dictate
- Are perfectionistic
- Take credit / focus on own outcomes / concerned only with their outward presence
- Are untrustworthy
- Don't listen / don't deliver on promises
- Are poor time managers
- Tend to blame you / others
- Are not direct / avoid conflict or difficult conversations
- Lack empathy and compassion
- Don't motivate you
- Practise favouritism, are political, manipulative, not transparent
- Lack integrity / don't practise what they preach / dishonest
- Are poor communicators
- Are negative in orientation
- Make you feel uncomfortable
- Are aggressive / dismissive
- Have big egos, are narcissistic, selfish, arrogant
- Are very hierarchical
- Are judgemental
- Are disrespectful

# LEADERSHIP IMPACT

How do these leaders make you feel?

## EFFECTIVE LEADERS

- Reflective
- Grateful
- Appreciative
- Thankful
- Inspired
- Motivated
- Encouraged
- Energised
- Interested
- Supported
- Warm
- Achievement
- Awake
- Relatable
- Understanding
- Nostalgic
- Engaged
- Curious
- Connected
- Comforted
- Positive

## INEFFECTIVE LEADERS

- Angry
- Anxious
- Uncomfortable
- Stressed
- Fearful
- Not valued
- Underappreciated
- Demotivated
- Uninspired
- Disengaged
- Mildly traumatised
- Gives me flashbacks
- Frustrated / annoyed
- Uncertain
- Depressed
- Flat
- Disappointed
- Conflicted
- Tired