

The Leadership Engagement Constellation™

The four behavioral clusters that make up the Leadership Engagement Constellation™ are baseline behaviors that drive exceptional leadership engagement and performance. All managerial executives are held to account for the effective execution of a set of short and long-term goals, objectives and tasks based on the vision and mission of the business. To get across the finish line in the delivery of exceptional results executive leaders must consistently demonstrate the behaviors described below.

These behaviors are:

Emotional Awareness

- Shifts leadership style easily to meet the needs of others
- Uncovers the hidden needs and emotions of others
- Uses active listening skills (e.g. paraphrasing, eye contact)
- Is aware of the impact his/her emotions have on the performance of others
- Is intuitive and accurately anticipates how others will feel and think
- Navigates organizational politics and the culture easily
- Motivates and inspires others

Interpersonal Consistency

- Is candid and authentic
- Is behaviorally consistent (e.g. others know what to expect when interacting with this leader)
- Manages reactions and emotions when faced with difficult situations and people
- Discloses honest assessments of self; including strengths and areas of opportunity
- Communicates in a manner that is clear, credible, and confident
- Is receptive and responds positively to feedback from others
- Separates emotions from logic when making decisions

Inclusion

- Focuses on "win-win" outcomes when conflict arises
- Builds strong business relationships with others
- Builds effective teams that include the right people with the right skills
- Delegates authority to lowest possible level so that others feel empowered
- Makes good decisions using the best possible method (e.g. who to involve, how to decide, who decides)

Strategic Mindset

- Embraces change as both energizing and necessary
- Uses a global perspective to make decisions focusing on what is best for the entire company
- Articulates a clear vision for the team and function
- Helps others understand how their role is linked to the company's mission and purpose
- Is a critical thinker (e.g. easily identifies root causes)
- Creates short-term and long-term strategies that achieve the required business goals