

Becoming a Leader Who Transforms & Delivers™

By Loretta Love Huff

As Jack Nicholson's character told Helen Hunt's character in *As Good As It Gets*, "You make me wanna be a better man." That can describe the result delivered by a leader who knows how to use **values, vision, trust and integrity** to lead others in the workplace—and set the stage for transformation.

Here's how each of these plays a part in your becoming a better leader.

Values: Internal values guide every decision you make; they define your priorities and shape your actions. But how often do you talk about the values you cherish? Perhaps it's easier to address tasks at hand than deal with the intimacy created when sharing what you really value.

Vision: Peter Senge gave this powerful definition of vision in his book *The Fifth Discipline*: "Vision is that dream you have for yourself and the world. It creates a gap between the way things are and the way they could be...A shared vision, especially one that is intrinsic, uplifts people's aspiration. Shared visions compel courage so naturally that people don't even realize the extent of their own courage. They foster risk-taking and experimentation."

Trust and Integrity: Leaders who transform and deliver tend to be highly focused on relationships, creating a strong sense of trust among those they work with. They model integrity when they "walk the talk" and influence by example.

What can you do to strengthen these important elements in your day-to-day actions? Post these suggestions at your desk as reminders.

Values Action: To connect with the people around you—

1. Share three things that are really important to you (e.g., spending weekends with family, reading 4 books a month, etc.).
2. Ask others what they value.
3. Listen carefully; you may have a lot in common.

Vision Action: On a "big picture" level, converse with those around you by asking questions like:

1. What is the legacy you want to leave?
2. What qualities do you want to bring forth in your organization? Your community?
3. What kind of person would *you* have to become to create that vision for the world?
4. What tasks will your vision require you to do?

A wise person once said, "A vision without a task is but a dream. A task without a vision is drudgery. A vision with a task is the hope of the world."

Trust & Integrity Action: To help you evoke trust among others so transformation becomes a real possibility in your organization, do this:

1. Practice openness – tell people about decisions you make and the criteria you use to make them.
2. Share your feelings – let them see that you're human and vulnerable.
3. Tell the truth – nothing damages trust more than being caught in telling a lie.
4. Deliver on your promises – do what it takes to make your commitments happen.
5. Be fair and consistent in your treatment of others – favoritism puts people working at cross-purposes. Inconsistent behavior causes confusion and wasted energy because people focus on figuring out your responses.
6. Trust others yourself – Believe in people, see them as capable, and always expect them to "do the right thing."

Follow these actions and you'll be on your way to enjoying better leadership—and transforming your organization.

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