

# PERIODIC TABLE

## of the ELEMENTS

### of Leadership and Management

| GROUP  | 1  |   |   |                                       |                                     |  |   |  |   |  |   |  |   |  |   |   | 18  |  |                                  |   |   |  |
|--------|--|---|---|---------------------------------------|-------------------------------------|--|---|--|---|--|---|--|---|--|---|---|---|--|----------------------------------|---|---|--|
| PERIOD | INSPIRE  |   |   |                                       |                                     |  |   |  |   |  |   |  |   |  |   |   | IMPROVE                                       |  |                                  |   |   |  |
| 1      | 1 <b>H</b><br>Humor                            |   |   |                                       |                                     |  |   |  |   |  |   |  |   |  |   | 2 <b>He</b><br>Know Heading (Vision & Strategy) |   |  |                                  |   |   |  |
| 2      | 3 <b>O</b><br>Be Optimistic                    | 4 <b>Cm</b><br>Build Competence                         |   |                                       |                                     |  |   |  |   |  |   |  |   |  |   |   | 5 <b>Da</b><br>Data Collection Plan           | 6 <b>Ab</b><br>Abandon Fixed Ideas                   | 7 <b>Cd</b><br>Collect Data      | 8 <b>Ar</b><br>Try to Avoid Re-Organization | 9 <b>Bp</b><br>Basic Management & Leadership Principles | 10 <b>Sw</b><br>Know Strengths and Weakness        |
| 3      | 11 <b>B</b><br>Strike Balance, Maintain Health | 12 <b>Co</b><br>Be Consistent, Transparent, Predictable |   |                                       |                                     |  |   |  |   |  |   |  |   |  |   |   | 13 <b>Y</b><br>Ask Why 5 Times                | 14 <b>Mp</b><br>Think of Ways to Make it Possible    | 15 <b>Hd</b><br>Don't Hoard Data | 16 <b>Dv</b><br>Development                 | 17 <b>I</b><br>Interpersonal Skills                     | 18 <b>V</b><br>Know Organizational Culture (Value) |
| 4      | 19 <b>Rf</b><br>Routinely Reflect              | 20 <b>C</b><br>Act With Courage                         | 21 <b>L</b><br>Listen                                 | 22 <b>Wa</b><br>Wander Around         | 23 <b>Vi</b><br>Vision (Dream)      | 24 <b>D</b><br>Delegate (Empower)            | 25 <b>P</b><br>Play                       | 26 <b>Th</b><br>Say Thanks (Accentuate the Positive) | 27 <b>Cw</b><br>Take Leadership Courses & Workshops | 28 <b>P</b><br>Define the Problem                                | 29 <b>Mc</b><br>Measure Complaints                  | 30 <b>Pr</b><br>Set Priorities             | 31 <b>Pm</b><br>Process Map               | 32 <b>Go</b><br>Go for Simple Not Perfect Solutions        | 33 <b>Vf</b><br>Focus on the Vital Few  | 34 <b>M</b><br>Measures                         | 35 <b>Bm</b><br>Basic Metrics                 | 36 <b>Ot</b><br>Know Opportunities & Threats         |                                  |   |   |  |
| 5      | 37 <b>Pv</b><br>Live Personal Values           | 38 <b>Ln</b><br>Learn                                   | 39 <b>Br</b><br>Brainstorm                            | 40 <b>Oo</b><br>One on One Meetings   | 41 <b>Se</b><br>Set Expectations    | 42 <b>En</b><br>Enable (Remove Barriers)     | 43 <b>Am</b><br>Admit Mistakes, Apologize | 44 <b>Oh</b><br>Offer Help (Coach)                   | 45 <b>Ba</b><br>Read Books & Articles               | 46 <b>Mi</b><br>Measure It                                       | 47 <b>Kr</b><br>Determine Key Customer Requirements | 48 <b>In</b><br>Get Employees Involved     | 49 <b>Fb</b><br>Fishbone Diagram          | 50 <b>Id</b><br>Seek Ideas From Many People                | 51 <b>Vd</b><br>Visually Display Data   | 52 <b>Rw</b><br>Reward                          | 53 <b>Dm</b><br>Decentralized Decision Making | 54 <b>Pe</b><br>Understand the People                |                                  |   |   |  |
| 6      | 55 <b>Ai</b><br>Ask For Input                  | 56 <b>Rh</b><br>Honor Honest Failure                    | * 71 <b>Re</b><br>Take Responsibility                 | 72 <b>Io</b><br>Interactive Off sites | 73 <b>Di</b><br>Have/Show Direction | 74 <b>A</b><br>Accountability                | 75 <b>Be</b><br>Be Approachable           | 76 <b>Cs</b><br>Celebrate Success                    | 77 <b>Ts</b><br>Take Stretch Jobs                   | 78 <b>Si</b><br>Study It (Analyze)                               | 79 <b>Dp</b><br>Design Process for Customer         | 80 <b>R</b><br>Take Risks                  | 81 <b>Pc</b><br>Use Pareto Charts (80-20) | 82 <b>Ww</b><br>Use Wits Not Wallet                        | 83 <b>Tr</b><br>Look for Trends         | 84 <b>Tw</b><br>Open Two-way Conversations      | 85 <b>Lo</b><br>Learning Organization         | 86 <b>Pp</b><br>Know Processes & Procedures          |                                  |   |   |  |
| 7      | 87 <b>Rs</b><br>Recognize Your Short-comings   | 88 <b>Hu</b><br>Humility                                | ** 103 <b>X</b><br>Suppress Own Ideas, Execute Theirs | 104 <b>S</b><br>Survey and Poll       | 105 <b>Pa</b><br>Be Passionate      | 106 <b>Sk</b><br>Share Knowledge & Resources | 107 <b>Tr</b><br>Think Reciprocity        | 108 <b>Do</b><br>Define Outcomes                     | 109 <b>Ls</b><br>Learn from peers and Subordinates  | 110 <b>Im</b><br>Implement a Solution (Ownership-Yours & Theirs) | 111 <b>De</b><br>Delight the Customer               | 112 <b>Al</b><br>Allow/Learn from Mistakes | 113 <b>Cc</b><br>Control Chart            | 114 <b>Ne</b><br>Understand There is No End to Improvement | 115 <b>Fp</b><br>Fix Problems Not Blame | 116 <b>S</b><br>Select Right Talent             | 117 <b>BI</b><br>(Win) Baldrige Award         | 118 <b>U</b><br>Understand Mgmt. Chain Short Comings |                                  |   |   |  |
|        | Know Yourself                                  | Be Trustworthy  | Trust Others  | Lead Change                           | Lead People                         | Motivate                                     | Engage the Work force                     | Get Feedback   | Self-Improve  | Solve Problems   | Customer Focus                                      | Push the Envelope                          | Use Tools                                 | Continuous Improvement                                     | Fact based Decision Making              | Align with Management Levers                    | Walk Before You Run                           | Know Your Organization                               |                                  |   |   |  |

#### Employees' Golden Offer:

Don't keep us in the dark, clearly let us know what you want us to do, be positive and let us play to our strengths, give us a little leeway to be creative, let us know how we are doing, and we will perform superbly for you.

#### Leadership Philosophy:

I am a leader. I...

TRUST... I am trustworthy, I trust others, and I make and keep promises to my colleagues - direct reports, peers, bosses, and customers - and myself.

COMMUNICATE... I actively engage my colleagues through open, honest communication. I listen to them and implement their ideas before implementing my own. I solicit personal feedback to ensure that my words and behaviors, as others perceive them, match my values.

REMOVE BARRIERS... I help remove bureaucratic and political barriers that prevent us from achieving our goals clearly outlined.

EMPOWER... I show trust in my colleagues by often letting them do things their own way. I give them the freedom and encouragement to take calculated risks and make mistakes as part of their development. I am quick to forgive.

DEVELOP OTHERS AND MYSELF... I adopt best practices from others and believe in the continuous improvement of my team, I delegate to help develop my employees. I have a hunger to learn more about management and leadership.

MAKE FACT-BASED DECISIONS... I use data-based decision making to help me efficiently and effectively drive results. I make decisions timely and smartly.

TAKE RESPONSIBILITY... I take responsibility for my role to improve our organization. I am positive, optimistic, proactive, and accountable for my actions and inactions, and those of my team. I apologize for my mistakes. I challenge destructive behaviors exhibited by my direct reports, peers, and seniors.

I do the right thing because I am a leader.

*Live up to your title - not off it. Teach others these principles, and, for goodness sake, laugh a little.*

**Directions:**  
Leadership elements fall on the left side of the table and management elements on the right. Each column of elements represents a group (the name of each group is in the black box at the base of each column). Heavier elements (those harder to execute) are lower in the group columns. Groups are organized into three large shaded families from left to right: inspire, improve and implement.

#### LEADERSHIP ELEMENTS

|  |   |  |   |  |   |  |                                       |   |  |                                      |                                       |   |   |                                       |
|--|---|--|---|--|---|--|---------------------------------------|---|--|--------------------------------------|---------------------------------------|---|---|---------------------------------------|
| * <b>Our Future Org</b>                        | 57 <b>Ro</b><br>Is Results Oriented     | 58 <b>Fo</b><br>Is Focused on Mission & Results  | 59 <b>Le</b><br>Leaders Energize Employees  | 60 <b>Lm</b><br>Has a healthy Management Chain             | 61 <b>Ep</b><br>Empowers                      | 62 <b>Dd</b><br>Uses Data Driven Decision Making | 63 <b>Sp</b><br>Strategically Plans   | 64 <b>K</b><br>Leverage Knowledge       | 65 <b>Ag</b><br>Is Agile                     | 66 <b>Cf</b><br>Has Customer Focus   | 67 <b>Ur</b><br>Uses Resources Wisely | 68 <b>T</b><br>Treats Employees with Respect    | 69 <b>Cb</b><br>Collaborates              | 70 <b>St</b><br>Streamlines Processes |
| ** <b>For higher Employee performance YOU:</b> | 89 <b>Ps</b><br>Play to their Strengths | 90 <b>Ff</b><br>Provide Fair & Frequent Feedback | 91 <b>Pf</b><br>Emphasize Positive Feedback | 92 <b>Na</b><br>Use a Non-autocratic Management Philosophy | 93 <b>E</b><br>Enable them to Learn their job | 94 <b>Cc</b><br>Have Casual Conversations        | 95 <b>Sc</b><br>Show concern for them | 96 <b>Pg</b><br>Focus on their Progress | 97 <b>Lg</b><br>Encourage Learning & Growing | 98 <b>Vo</b><br>Value Their Opinions | 99 <b>A</b><br>Accept their mistakes  | 100 <b>Wm</b><br>Link their Work to the Mission | 101 <b>Oc</b><br>Let their Opinions Count | 102 <b>Ho</b><br>Are Honest           |

#### MANAGEMENT ELEMENTS