

# 10 Key Leadership

## 1. UNDERSTAND AND BE COMMITTED TO THE MISSION (pertains to clients):

- Provide inspiration (motivation) to the client • Believe that lives can be rebuilt • Have trust and faith in people • Treat clients with dignity, kindness, and respect • Have patience and compassion
- Be dedicated to helping • Demonstrate pride in the organization for its history, culture, and accomplishments • Be ambassadors to the public, partners, the community, and potential supporters

## 2. HAVE INTEGRITY, CREDIBILITY, AND ACCOUNTABILITY (pertains to clients and staff):

- Do what you say ... be a person of your word • Only make promises you can deliver – always follow up • Respect all clients and staff – treat as equals; “nobody is better than anyone else; everyone has the same opportunity” • Be open and honest with people, but at the same time be mindful of how words will be interpreted – we will be held accountable

## 3. PUT THE CLIENT FIRST (pertains to clients and staff):

- Put the client first: this a goal to work towards and be mindful of all the time • Make clients’ needs a priority – there are some clients who may rarely have felt important or valued before • Admit to clients or staff when you make a mistake and apologize when appropriate. They will follow your example • Engage or take interest in each individual • Give clients and staff a chance – trust that they can succeed

## 4. COMMUNICATE OFTEN, EFFECTIVELY, AND IN A TIMELY FASHION (pertains to clients and staff):

- When action taken will have an effect on other divisions of The Doe Fund, communicate this with the other divisions • Communicate with impact – be direct, clear, up-front, and honest • Practice active listening • Do not have any hidden agendas • Use both formal (house meetings) and informal (in the hall) communication • Be visible and approachable – “walk the floors” • Recognize accomplishments/successes

## 5. FACILITATE THE RESOLUTION OF CONFLICT (pertains to clients and staff):

- Use some form of conflict resolution, e.g. the sit down process • Treat individuals with fairness, evenness, and respect • Respect all clients – treat as equals; “nobody is better than anyone else, everyone deserves to be heard”
- Respond to clients and staff in a non-violent/non-threatening way • Be fair – use judgment within the rules; make exceptions only if there is a compelling reason • Take each case for itself – what might be right for one may not be right for another • Ask the question – “What is in the best interest of the individual?”

## 6. BE A TEAM PLAYER (pertains to staff):

- Remember: the organization is team-oriented – everyone pitches in • Work together: company survival depends on it • Be proactive in support of fellow staff, both in your division and other divisions in The Doe Fund • As the organization is always evolving, learn to be flexible and adaptable – depend on one another for support • Recognize accomplishments/successes

## 7. DEMONSTRATE ABILITY TO MAKE SOUND DECISIONS (pertains to clients and staff):

- Make judgments in the context of the mission • Get input from other members of the organization, if needed • Take risks when appropriate • Balance the rules with the reality of the situation • Have the courage to make “right” decisions • Make decisions and take action in a timely fashion

## 8. INITIATE AND TAKE RESPONSIBILITY (pertains to clients and staff):

- Get things done • Be consistent • Work across departments • “Grab” the opportunity to fix, prevent, or start something

## 9. BE RESULTS ORIENTED (pertains to clients and staff):

- Set objectives • Measure outcomes not activities; share results • Commit to continuous improvement • Hold self and staff accountable • Use measurements as a management tool • Encourage clients and staff to establish realistic goals and strive to meet them

## 10. DEVELOP PEOPLE (pertains to clients and staff):

### Clients:

- Evaluate and provide the appropriate structure for individuals to maximize their potential • Define and implement appropriate training programs • Provide the opportunity for individuals to utilize their experience or skills to develop/grow

### Staff:

- Build confidence through trust, delegating, and feedback • Evaluate performance and skills and provide appropriate training and experiences for individual development • Empower decision-making and action • Embrace and celebrate diversity • Lead by example • Use succession planning as a development/ management tool

and Culture Characteristics that Drive The Doe Fund and the Behaviors that Support Them