

## Leadership Styles and Who We Are

**Self-Reflection:** Which characteristics do you recognize in yourself? Would your people agree?

Style	Disciplined Servant Leader	Level 5 Leader “Bruce Like”
<b>Characteristics</b> <b>◆ Actions ◆</b> <b>Behaviors</b>	<input type="checkbox"/> Sees leadership as an opportunity to serve others <input type="checkbox"/> Adapts and meets people where they are on their journey <input type="checkbox"/> Models, teaches, coaches, and mentors effectively and regularly (timely) <input type="checkbox"/> Leads from “bottom to top” <input type="checkbox"/> Focuses on the needs of my people <input type="checkbox"/> Share’s ownership and responsibility to drive engagement <input type="checkbox"/> Measures success through growth and development <input type="checkbox"/> Listens and asks thoughtful questions more than talks <input type="checkbox"/> Understands it’s not about me <input type="checkbox"/> Treats others as partners <input type="checkbox"/> Recognizes it is not about who is right, but what is right that is important <input type="checkbox"/> Inspires and creates a high trust environment <input type="checkbox"/> Makes employees feel heard <input type="checkbox"/> Provides regular recognition <b>Continuously develops:</b> <input type="checkbox"/> Awareness (vs Tunnel Vision) <input type="checkbox"/> Collaboration (vs Silos) <input type="checkbox"/> Innovation (vs Stagnation) <input type="checkbox"/> Accountability (vs Blame) <input type="checkbox"/> Empowerment (vs Micro-managing) <input type="checkbox"/> Engagement (vs Low Morale)	<input type="checkbox"/> Unwavering resolve to do the right thing <input type="checkbox"/> Makes people feel great about themselves <input type="checkbox"/> Humility AND the will to win: <ul style="list-style-type: none"> <li>○ Compelling modesty</li> <li>○ Quick to deflect compliments, always giving credit to others</li> <li>○ Fanatically driven, with an incurable need to produce results</li> </ul> <input type="checkbox"/> Disciplined, hedgehog focus <input type="checkbox"/> Rigorous NOT ruthless <input type="checkbox"/> Would never settle for “good enough” <input type="checkbox"/> Favors discipline over bureaucracy <input type="checkbox"/> More of a plow horse vs show horse

## Principles and Standards that Define Who We Are

**Self-Reflection:** *Do your actions and behaviors align to Who We Are? Would your people agree?*

### 5 LIFE LESSONS

BE HONEST	WORK HARD	HAVE FUN	BE GRATEFUL	PAY IT FORWARD
<input type="checkbox"/> I have integrity. <input type="checkbox"/> I am fair. <input type="checkbox"/> I do what <u>we</u> believe is right.	<input type="checkbox"/> I give my Best. <input type="checkbox"/> I learn from my mistakes. <input type="checkbox"/> I remember <u>we</u> never arrive.	<input type="checkbox"/> I have a positive attitude. <input type="checkbox"/> I enjoy getting to know and helping my people. <input type="checkbox"/> I celebrate and share in our success.	<input type="checkbox"/> I am humble. <input type="checkbox"/> I am appreciative. <input type="checkbox"/> I remember we do this together.	<input type="checkbox"/> I help others make their Dreams come true by caring for and cultivating them to be their best. <input type="checkbox"/> I Pay it Forward to my family, my company, and my community.

### IOOGA

INTEGRITY	OUR PEOPLE	OUR CUSTOMERS	GROWTH	ATTITUDE
<input type="checkbox"/> I am honest, fair and do what we believe is right.	<input type="checkbox"/> My strength comes from caring for and helping one another, creating a culture of people very loyal to each other.	<input type="checkbox"/> Every day I earn the right to call them our customers.	<input type="checkbox"/> I seek to gain and share knowledge, innovate, achieve results, and open more Stores.	<input type="checkbox"/> I am passionate about having fun, giving my best, working safely, and sharing in our success.

### VISION

TO BE THE BEST	CARE FOR	CULTIVATE	DELIGHT CUSTOMERS	GROW RESPONSIBLY
<input type="checkbox"/> I have high standards, give my Best, learn from my mistakes, and I remember we never arrive.	<input type="checkbox"/> I get to truly know my people and their dreams. <input type="checkbox"/> I am there for them in good times and bad.	<input type="checkbox"/> I Teach, Coach, and Mentor my people in their roles and prepare them for the future opportunities. <input type="checkbox"/> I hold them accountable to our high standards.	<input type="checkbox"/> Every day I earn the right to call them our customers by treating them the way I want to be treated.	<input type="checkbox"/> I seek to gain and share knowledge. <input type="checkbox"/> I am responsible for company and individual growth. <input type="checkbox"/> I look inward to get better first, work safely, Have Fun and share in our success.

***How do you know?***