### 21st Century Leadership Definition, Principles, Practices, and Results

| Definition | • Bi-directional  
• Performance improvement discipline | • Designed to mature  
• Individual’s mental and moral:  
  o Qualities  
  o Capabilities  
  o Behaviors |
|---|---|---|
| Principles | • Believe in Others  
• Connect with Others  
• Put Others First  
• Give Up Control | • Encourage Change  
• Collaborate with Others  
• Develop Leadership Practices Continuously |
| Practices | • Analyzing like detectives  
• Diagnosing and treating like doctors  
• Finding key behaviors like social psychologists  
• Communicating like agents  
• Directing like guides | • Nurturing like gardeners  
• Facing the unknown like lions  
• Developing like scouts  
• Communicating like broadcasters |
| Immediate Results | • Fulfilled needs rather than wants  
• Removed or reduced barriers | • Improved performance |
| Short / Long-Term Results | • Improved work environment  
• Increased feelings of safety among teammates  
• Increased collaboration | • Strengthened relationships  
• Increased mental and moral capabilities especially creativity, innovation, and learning |
| Business Results | • Increased employee engagement  
• Increased profitability  
• Decreased operational costs  
• Improved the customer experience | • Decreased absenteeism and turnover  
• Reduced product theft, defects, and damages  
• Decreased safety incidents (amount and severity) |
| Societal Results | • Improved local and larger communities  
• Improved leadership communities of practice | • Increased volunteering activities  
• Increased stewardship practices |