

CLL LEADER BEHAVIOR LIBRARY™

Leadership research tells us that leaders have nine distinct roles. They're represented in the Leadership Profile 2.0, which describes **what** you're accountable for. The practices on the next page describe **how** — the required knowledge, skills and attributes — to be successful.

THE NINE ROLES OF LEADERSHIP

- 1. Vision**
Shaping and orchestrating a compelling, forward-looking vision that guides each business and contributes to the enterprise.
- 2. Plan**
Creating and executing an operational annual plan to accomplish the strategy.
- 3. Culture**
Setting the tone and bringing the culture to life through an aligned strategy.
- 4. Structuring and Staffing**
Attracting and selecting staff and structuring roles and responsibilities; deploying aligned staff whose capabilities enable the organization to achieve its goals.
- 5. Resource Allocation**
Obtaining and distributing all the resources needed for priorities, goals and strategy; deploying the resources that best enable the team to do their work.
- 6. Progress and Results**
Monitoring and measuring progress against plan; providing real time supportive and corrective feedback and assistance.
- 7. Represent and Respond to Stakeholders**
Preparing and delivering presentations to and fostering relationships with critical stakeholders; recognizing and responding to the diverse needs of key inside and outside stakeholders.
- 8. Conflict Management**
Refereeing the inevitable individual, team and business unit conflicts; offering assistance and direction moving to productive resolution.
- 9. Talent Management Futures**
Installing and supporting a talent management process that provides a continuous flow of senior talent well into the future after you have retired.

Click on a practice to read the description and observable behaviors.

A. Leading Myself



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#	Practice	Description	Behaviors
1	Self-Management	Research consistently shows that self-awareness and self-management are prime drivers of life and career success. Leaders who are self-aware are fully in touch with their strengths, weaknesses and untested capabilities. Leaders who display self-management know when they are at their best; deploy themselves in an aligned way against the tasks and situations of life and work. They maximize positive outcomes and make the best use of their strengths. To be successful, people need to be sufficiently aware of what they can and cannot do – and what more they need to learn to deal with everyday work and life situations. As a cornerstone of overall well-being, self-management puts energy toward abilities that allow for achievement.	<ul style="list-style-type: none"> a. Achieve full self-awareness b. Seek and address relevant feedback c. Work on aligning present and future development needs d. Deploy your best self against goals and objectives e. Achieve a sustainable work/life balance
2	Achievement Drive	Achievement drive is about competing and delivering superior performance – it is also growing and getting better. Leaders seek personal mastery to be the best they can be at the things that count. There is a performance aspect of competing and winning against the past, standards, other people and units. Leaders outperform themselves. This includes being motivated by stretch goals and difficult assignments. It also includes optimism about getting things done at a high level and self-confidence in personal skills and knowledge. Research has shown that achievement orientation (high or low) is contagious to others. The endpoint is the leader’s ambition to master, perform, grow and advance.	<ul style="list-style-type: none"> a. Set ambitious goals b. Show initiative c. Attack tasks with energy and confidence d. Motivate others with infectious enthusiasm e. Deploy self against goals and objectives
3	Leading Change and Transitions	A leader needs to anticipate, plan for and manage the change and transition process. It’s important to understand what’s going on now, what the future holds and what is needed to compete successfully going forward. Transitions can impact thinking and therefore results. Change can cause frustration, anxiety and stress, which results in lower productivity and even job burnout. The job of the leader is to prepare and help people impacted by change thrive and prosper through the transition, using realistic change planning tools.	<ul style="list-style-type: none"> a. Anticipate the need for change and times for transitions b. Develop detailed change plans ahead of the need c. Apply best practice change initiatives and techniques d. Understand the stress and anxiety others feel during change and transitions e. Help prepare people and groups individually for major transitions
4	Uncertainty and Ambiguity Comfort	Leaders make small and large decisions under time pressure with incomplete and questionable data. People appreciate consistency, reliability and certainty. They like to know what’s happening now and be able to predict what’s going to happen tomorrow. Unexpected local and global life and work events can change everything. Leaders deal with incomplete and questionable data all the time. The key is to “keep on keeping on” with no loss of productivity, hesitation or trimmed self-confidence. Most people tend to be disturbed by uncertainty and ambiguity. It’s the leader’s responsibility to help stakeholders work through uncertainty and ambiguity, keeping them focused on what they can control and influence.	<ul style="list-style-type: none"> a. Assess degrees of uncertainty and ambiguity related to key challenges b. Use probability thinking and language to communicate ambiguity c. Make ambiguity and uncertainty easier for others d. Work to decrease ambiguity and uncertainty for others e. Help others with the anxiety of ambiguity

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5	Resilience and Resourcefulness	Resilience is bouncing back after being knocked down. Resilience and resourcefulness are essential because everything is not smooth and predictable. The new normal is unexpected chaos. Roadblocks. Challenges. Team members leaving. New people to train. Changes in business conditions. New regulations. Resilient leaders need to understand, adjust, persevere, get back on track and rebound quickly. That generally takes agility, quick thinking, determination, problem solving and scavenging for resources. All while remaining calm and collected for both their own well-being and for those around them, asking themselves, “What more can I do to get different results?”	<ul style="list-style-type: none"> a. Anticipate and prepare for adversity b. Rebound quickly in reaction to adversity c. Use multiple adversity coping strategies d. Maintain calm and focus under pressure e. Build a personal stress support network
6	Personal Impact Management	Leaders cast a shadow. That shadow is powerful. It’s what people see and experience. Personal impact is the result of demonstrated skills, attributes, style, and demeanor. Leaders are not perfect, and their natural style may not fit every situation. By making meaningful adjustments and flexing to the situation, a leader can meet the needs of others, while casting an authentic, high-impact shadow. Leaders know how others perceive them, and how their actions and approach impact others.	<ul style="list-style-type: none"> a. Assess your personal impact against requirements b. Develop a culture-aligned style c. Manage your leadership shadow d. Get feedback on personal impact and effectiveness
7	Demonstrating Presence	Presence is the ability to attract and hold attention and gain respect. Authentic leaders are aware of how they carry themselves, understanding the impact of their leadership shadow. Presence means leaders captivate others to listen to them. They are effective communicators. They are seen as a role model who has mastered their craft. Leaders with presence lead others through a process to solve a problem, find an answer or create an initiative. They are known to get great things done. They are approachable and make meaningful contact with people. There is no one way, but for each leader, there is a way.	<ul style="list-style-type: none"> a. Assess personal presence quotient b. Use your presence and gravitas productively c. Work to build up your presence profile d. Tune in to the audience e. Know when to step aside
8	Growth Mindset	Research validates the advantages of having a growth mindset versus a fixed mindset. Leaders with a growth mindset are positive, optimistic and confident things will get better and turn out well. They stay curious, expect success and are courageous. Leaders see a return on investment in person, team and enterprise growth and development. They believe that hard work results in positive outcomes. Failure can pave the road to success. It means being open-minded, curious and playful. To some extent, people divide into growth and fixed-minded perspectives, but the research indicates it’s possible to make a choice and change.	<ul style="list-style-type: none"> a. Be open – always b. Learn broadly c. Be energized by the new, different and unique d. Push self into never been done before situations e. Be energized to break through barriers f. Debrief the good, the bad and the ugly for learnings

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9	Showing Humility	Some leaders have the mistaken view that being humble will reduce their influence; the evidence shows the opposite is true. Humble servant leaders take initiative, are willing to take risks and are intentional about their goals. Humble leaders have a realistic picture of who they are. Leaders who are arrogant, condescending, never admit mistakes, refuse to accept critical feedback, and rarely share credit for group achievements are often much less successful. Humble leaders get commitment from followers and make sure the credit is shared. These are leaders people follow, provide extra effort for and support to ensure their success.	<ul style="list-style-type: none"> a. Be self-critical and realistic b. Freely admit shortcomings c. Use self-deprecating humor d. Exhibit pride sensitively e. Share credit widely
10	Using Humor	When using humor or appreciating the humor of others, leaders must be attuned to the situation's setting, audience and purpose of deploying humor. A humorous anecdote about oneself enables others to relax and laugh about their own similar situations, which produces rapport and common ground. It has a humanizing effect that produces increased tolerance of differences and diverse perspectives. As helpful and productive as humor can be, misapplied humor can be equally damaging. Laughing at others or at situations that may be offensive to some reduces influence and trust. The absence of humor all together often results in a leader being seen as cold and indifferent, resulting in a cascade of negative associations.	<ul style="list-style-type: none"> a. Use humor productively b. Be clear about what's not funny c. Match humor to the setting and people d. Appreciate the humor of others e. Be open to humor directed at you
11	Self-Confidence	Leaders who have an accurate self-appraisal and are comfortable in their own skin produce self-confidence. The absence of self-doubt and the presence of optimism will show as eagerness to learn, a willingness to be courageous and take risks, and to be persistent in the face of obstacles. Self-confident leaders cast an authentic shadow, believe a solution will be found, and know that failure is just a step toward success. Self-confident leaders know and trust in their abilities and judgment, leading to downstream advantages. In contrast, a cocky or aggressive leader may be masking a lack of confidence behind all of the drama.	<ul style="list-style-type: none"> a. Be self-critical, accurate and realistic b. Don't be afraid to try the never-done-before opportunities c. Initiate and push yourself higher d. Evaluate after more than before e. Be self-forgiving
12	Transparency	People appreciate leaders who say what they mean, follow through and share relevant information. Showing vulnerability or clearly messaging reactions about a situation communicates a sense of leader transparency. Being transparent as a leader involves integrity and not violating confidences or diluting one's values. Sharing information, self-disclosing personal reactions, and being open about goals at appropriate times and places are key to being transparent with others. Transparency can be overused too. Individuals who tend to over-share and seem oblivious to timing or situations are uncomfortable to be around, avoided and not trusted.	<ul style="list-style-type: none"> a. Be as transparent as it is wise to be b. Be clear about your message c. Decline more than miscommunicate d. Do what you say you will do e. Be values guided in your actions and decisions

#	Practice	Description	Behaviors
13	Reading and Understanding Individuals	Leaders need to read people because people are different. They come in different models, styles and types. They act and react differently. They take in and process information differently. They make decisions on different variables. They have different filters and are motivated by different things. Recognizing what motivates and appeals to others helps leaders communicate and influence better. Leaders manage themselves and their filters to avoid potential bias. They need to build their people-reading skills, adjust communication and influence approach as needed, practice predicting styles based on observations and use the feedback to refine going forward.	<ul style="list-style-type: none"> a. Observe people and groups closely b. Listen and watch for meaning and signs c. Have and use a working people and group model d. Make predictions and track outcomes in performance and potential e. Share your impressions generously and gracefully
14	Interpersonal Agility	Being interpersonally agile means flexing to get things done, with and through others. This means being adaptive while being authentic and compassionate. Legacy leaders make small but meaningful (to the observer) differences in communication for better results. Leaders flex styles, such as being more quiet than usual and letting others talk, being a little more directive than usual for those needing guidance, or letting a group go off on a tangent when it needs to vent. Some leaders behave as if it is a privilege to be around them and insist that others adjust to them. Legacy leaders know how to adjust to audiences to be broadly effective.	<ul style="list-style-type: none"> a. Develop and use diverse people approaches b. Meet people where their needs are c. Be adaptive in the face of change d. Recognize and adjust interaction style according to people differences e. Demonstrate empathy and compassion as needed f. Respect differences and utilize diversity
15	Conflict Management and Agility	All conflict is not equal. There is productive conflict and noisy conflict. A difference of opinion, facts, goals, experience and strategies effectively facilitated can lead to better problem solving and better decisions. Facilitating a fair debate is a skill in itself. Noisy conflict typically will not lead to any useful results. Differences in personality and style, values, beliefs and expectations can all be loud and noisy. Noisy conflict reduces productivity, motivation, morale and engagement. It can lead to the wrong people leaving. It wastes time and resources. Leaders confront issues, not people.	<ul style="list-style-type: none"> a. Anticipate conflict b. Develop and use diverse conflict-resolution techniques c. Be adaptive in the face of conflict d. Follow up to assure resolution e. Work for a positive contribution from expected and reasonable conflict
16	Organizational Agility	Understanding and flexing with organizational dynamics, sometimes known as “politics,” is the lubricant to getting things done in a large diverse group. It’s the grease that moves ideas and initiatives through the organizational machine. Leaders who practice organizational agility know when it is best to approach someone about a question or issue, how to present negative information and how to best position an issue to get the best response. Leaders build relationships and know who the real influencers are in a department, region or division. Having organizational agility is not centered on personal gain. It is flexing to get great things done for the good of all.	<ul style="list-style-type: none"> a. Study organizational dynamics b. Assume positive intent in politically sensitive situations c. Discover the power pathways and circuits d. Navigate the organization maze to get things done e. React productively to others’ organizational positioning actions

#	Practice	Description	Behaviors
17	Practicing Delegation	Delegation is tough for leaders. Initially, they were the best at executing work. Leaders make time to actually lead when they delegate selective tasks, responsibilities, and major projects. There are four reasons for delegating: (1) to get more work done; (2) to make sure talented people are getting an opportunity to stretch, which increases the talent pool for future important tasks and challenges; (3) to make an evaluation and find out what people can really do; and (4) to identify, train and develop people to be able to really do it better than the leader can.	<ul style="list-style-type: none"> a. Look for opportunities to delegate b. Delegate for increased productivity c. Delegate for development d. Delegate for evaluation e. Delegate for cross-training f. Delegate for engagement
18	Engagement Management	Engagement is a series of workplace conditions that bring out the best people have to give. Sometimes this is called discretionary effort, meaning a person invests all of his or her skills and experience into a job. Many employees do the minimum they need to stay employed. Work supports the rest of their lives. Happy employees are not necessarily the most productive employees, but they stay longer. Engaged employees are more productive. Staying with the organization depends upon how engaging leaders are and the compassion they demonstrate for their colleagues and the people they serve. Engaged workers are more likely to be passionate about what they are doing and generate positive energy. Generally, the talent of the future comes from the engaged of today.	<ul style="list-style-type: none"> a. Understand what motivates people to excel b. Build a culture of engagement everywhere c. Track engagement and adjust to feedback d. React to early warning signs of disengagement e. Run a collaborative team
19	Task and Project Management	Getting things done with and through others on time, within budget and at or above standards is a long and well-known technique. Honoring commitments is core to integrity. Leaders need to know what needs to be done and by when. Next is being able to estimate the resources needed to get the job done. It usually takes communication, influencing skills and an understanding of organizational dynamics. After leaders plan the work, they have to work the plan. Executing means deploying the best people to work the plan and ensuring alignment and accountability. Once the plan is initiated, leaders monitor progress and provide corrective directives or coaching. And then celebrate and share the credit as widely as possible.	<ul style="list-style-type: none"> a. Define goals and outcomes b. Align and deploy people, resources, tasks and timelines c. Use ongoing measurement and adjustment process d. Provide on-time feedback and guidance
20	Motivating and Influencing	Leaders influence up, down, sideways, inside and outside. Achieving performance through people starts by influencing thinking, which drives behavior, ultimately getting results. It takes a diverse set of tactics to motivate and influence a diverse mixture of people. The first task is to read the situations and people. Leaders must align their energy and approach to the needs and style of each person, audience and team. To deal with the complexity of the influencing process, a leader also needs to be adaptable, which means changing approaches midstream if something isn't working. All of this effort depends upon understanding the basis for what motivates people.	<ul style="list-style-type: none"> a. Understand what moves people to change b. Deal with people individually and teams one at a time c. Use adaptive and adjustive techniques matched to individual needs d. Develop and use multiple techniques and approaches e. Seek to inspire and motivate by appealing to values, ideals and needs

#	Practice	Description	Behaviors
21	Managing Teams	Most leaders manage a team directly and other teams remotely. Well-run and well-functioning teams are critical to enterprise success. Teams include face-to-face or virtual work teams or project teams. Well-functioning teams share a vision, trust, are aligned on roles and responsibilities, and include the right talent to do the job. Leaders recognize the value of teamwork and diverse perspectives of team members. Team culture is collaborative. Each does what they are best at and are willing to help others. Leaders put measures in place to monitor progress, share appreciation, and implement feedback loops for coaching and corrective advice. They confront issues, not people. Team members are engaged.	<ul style="list-style-type: none"> a. Assemble aligned talent b. Communicate clearly c. Create team accountability d. Use best practice teaming processes e. Establish a collaborative culture f. Debrief team successes and failures
22	Developing Others	Research shows that almost anyone can get better at the important skills if they want to and if the conditions are right. When leaders set the conditions for development, such as providing ongoing coaching and feedback and supporting mobility into other roles or development experiences, they help employees achieve fulfilling results. Equally important is a developmental culture consistent with Our United Culture, which provides adequate resources for development. When talented people are too busy to attend to development, it usually turns out to be damaging to their careers. Done right, development can be for everyone. No one is a finished product.	<ul style="list-style-type: none"> a. Understand long-term career building b. Create custom development plans c. Secure resources for development d. Track progress and adjust plans e. Mentor and coach talent f. Assess flight risks and offer flight assistance

#	Practice	Description	Behaviors
23	Information Management and Communication	The management (acquisition, verification, monetizing and distribution) of information is the currency of keeping the enterprise and teams focused on getting things done. Leaders are constantly searching for relevant information as an asset to be shared in an organized way. Information needs to be reliable, accurate and precise, and communicated in a digestible and timely fashion. From the avalanche of information, leaders must prioritize and organize to make it useful. Good communicators pay attention to the information capacity and data style of their audiences – what and how to share information may vary according to individual or group needs.	<ul style="list-style-type: none"> a. Search for information b. Organize information c. Prioritize information d. Process information e. Communicate information f. Debrief communication events for feedback and improvement
24	Problem Analysis	Problem analysis is the foundation of leadership. To avoid going after tangential issues, or accepting quick suboptimal solutions, leaders need to thoroughly analyze and work through problems. Taking the time to reflect on, define and identify root causes of a problem is fundamental. Next, leaders need to create a clear point of view on the problem, take the necessary time to evaluate the pros and cons of alternate solutions, always asking: “How sure am I of the answer?” Then, predict and track outcomes and performance measures. Leaders who anticipate potential roadblocks and build a plan “B” save a lot of time and wasted resources. Problem analysis leads to solutions that yield superior results.	<ul style="list-style-type: none"> a. Anticipate problems b. Define problems c. Prioritize problems d. Analyze problems e. Generate multiple solutions f. Track and debrief problems
25	Critical Thinking	Critical thinking leads to an evidence-based consensus and effective judgment. Being a critical thinker is more than making a judgment; it’s about finding and selecting from multiple right answers. Analyzing relevant information with multiple methods can lead to a variety of possible choices that can be tested and examined. Critical thinkers see the subtle connections between data points that are not apparent to others. They integrate and synthesize information in unique ways that provide a new perspective. Critical thinkers approach issues with analytical tactics to expose underlying principles or elements and provide for exploring alternate scenarios that could result in more creative solutions.	<ul style="list-style-type: none"> a. Collect essential and relevant information b. Assess value and connectedness c. Synthesize information d. Apply multiple analytical tools e. Generate conclusions and probable best solutions f. Run scenarios
26	Leveraging Innovation	Innovation isn’t limited to new ideas about products and services. Innovation covers everything an organization does. The management of innovation (instead of being personally creative) requires leaders to be restless: to identify creative and useful ideas and then translate them into new products, services, or work processes for better outcomes. Leaders must create a culture that allows creativity to surface, staying curious. Listening to understand instead of rushing to judgment leads to better ideas. Innovation is risky; high risk and high return. Keeping the status quo is easier. But innovation is generally not optional for an organization to thrive.	<ul style="list-style-type: none"> a. Anticipate opportunities b. Generate and collect ideas c. Synthesize and combine ideas d. Translate ideas into products/services e. Create an innovative friendly culture f. Support all innovation

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27	Mindfulness Management	Mindfulness is being present in the moment. The current research on the brain has provided better ways to manage what the brain does and explains how to change or modify the brain’s basic programming. This includes: (1) emotional management and regulation, (2) focus and attention management and (3) stress management and relaxation (leading to better sleep). Once a leader is familiar with these practices, he or she can teach it to others.	<ul style="list-style-type: none"> a. Know how your brain works b. Learn and use brain best practices c. Master emotional regulation d. Master attentional management e. Help others become more brain efficient
28	Planning Skills	Leaders display determination as they plan and align priorities to a vision and strategy. Effective planning means that a leader considers all available resources and aligns goals and tasks with blue chip priorities so that the plan achieves a specific, measurable goal. Planning involves a mix of human and hard assets, resources, and time. Leaders estimate benchmark dates for specific elements of a plan to reduce waste and increase productive outcomes. Leaders plan for agile contingency planning: plans B and C. They think about team strengths and capacity. Some teams cannot execute the plan. For other teams, the plan is too easy. Planning is coordinating all of the resources to achieve performance.	<ul style="list-style-type: none"> a. Identify opportunities b. Understand vision and strategy c. Assess resources d. Deploy resources effectively e. Align tasks, people, resources, outcomes
29	Systems Thinking	Organizations are made up of interlocking systems. There are human resource systems, IT systems, operational systems and many more that leaders need to understand. A system is essentially a set of processes and steps with built-in feedback loops that keep it going and keep it producing desired outcomes. What’s good for one system may not be good for another. There are unintended influences that require shifts and changes. Systems-thinking leaders set the bigger picture, not just a single system. They recognize how big the team they are playing on is. Systems have “archetypes” that are predictable and require specific leader initiatives to shift the system to a more productive state.	<ul style="list-style-type: none"> a. See the bigger picture of how systems operate interdependently b. Become a student of how complex systems work c. Manage enterprise- wide alignment of organizational systems d. Utilize the right system levers for change and organizational stability

#	Practice	Description	Behaviors
30	Vision and Strategy Formulation	Strategy is a choice that enterprises make to succeed over their competition. Equally smart people run those competitors. Failure is costly (missed opportunities, short-sighted thinking, lack of innovation, negative disruption). Forming a vision and competitive strategy is vital. Strategic and visionary leaders read trends, disruptors, and competitors, and leverage these insights in the formulation of a vision and strategy. Running alternate strategic scenarios becomes essential for anticipating the most likely future. All of this is in the context of understanding the mission and core competencies of the enterprise.	<ul style="list-style-type: none"> a. Assess the most likely futures b. Develop and run scenarios c. Create best strategic path d. Articulate vision and strategy e. Track and debrief all outcomes
31	Business and Commerce Savvy	Leaders need to be restless learners about businesses, industries, and the places they do business. Commerce practices may vary greatly in different places in the world. Markets have different political foundations, social and economic norms, and histories that impact business. Business models, core competencies and how to do things vary. Sources for business- and commerce-savvy leaders include: business literature (especially case studies), a network of diverse colleagues that provides different perspectives and insights, global travel, and being a student of emerging trends — artificial intelligence and other digital business factors like social media. Understanding financials is a basic requirement for the business-savvy leader.	<ul style="list-style-type: none"> a. Educate self broadly on business practices and trends b. Read widely in relevant business literature c. Travel diversely d. Network with diverse colleagues e. Understand impact of AI, digital marketing and social media f. Have financial acumen
32	Technical and Functional Skills	Individuals typically start as an individual contributor in a function due to their experience and studies. Their functional expertise is highly valued and the roles are generally well defined. Based on performance and ambition, individuals get promoted to leadership roles. With promotions, individuals move further from their initial area of functional expertise. Some move up the functional ladder and become department heads. Others become general or geographic managers because they are managing functions they have never been in (legal, HR, logistics, finance). Leaders need to understand all of the functions they manage to guide decision making. General management is a function. It has a base of skills, perspectives and practices just like any function.	<ul style="list-style-type: none"> a. Know your industry b. Know your technical platform c. Know your key functions d. Develop new knowledge/skills as needed e. Be a lifelong learner
33	Enterprise Insight	Every organization has diverse ways of operating. Some of the processes are cultural, some randomly occur and some are intentional. Leaders need to initially align with the existing culture of the enterprise to fit in; they must be thoughtful about their role in it. Over time, they create the changes they believe are essential to fulfill the company's mission. Leaders who practice enterprise insight understand how the entire global organization works. They recognize their role as enterprise stewards and operate at that level to optimize time, talent and capital resources.	<ul style="list-style-type: none"> a. Have an enterprise insight b. Understand how whole enterprises work c. Read the signs, symbols, rituals and ceremonies of your organization d. Support your enterprise e. Assess and build enterprise potential

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34	Marketing Savvy	<p>Everything must be marketed and sold to stakeholders. Leaders market ideas, team initiatives, changes in the way things are done and enterprise changes in business proposition and strategy. Leaders need to create a value proposition for everything from ideas to enterprise changes. Understanding different levels of marketing is a key talent. Positioning, influencing and selling are everything. Leaders will be called upon by various constituencies (customer, shareholders, regulators and vendors) to explain planned, unexpected and uncomfortable changes. All of this is in addition to each leader's responsibility to add to the overall marketing of the products, services and thought leadership of the enterprise.</p>	<ul style="list-style-type: none"> a. Be a student of marketing b. Understand brand management c. Learn how to sell, influence and market d. Debrief all efforts for feedback and learning e. Be able to create differential marketing messages
35	Global and Broad Perspective	<p>Businesses are becoming global. Social, technological and political events in various parts of the world will impact everything enterprises do. Global employees come in diverse packages. Leaders who are effective with a globally diverse workforce have multi-cultural and cross-generational mindsets. They recognize how their filters impact their perception of people, situations and events. Leaders need to read about cultural differences and experience them. They diversify their experience by seeking opportunities to work in other countries, engaging with colleagues from other cultures and perspectives, and developing a global mindset. Leaders become students of cultural differences and the way the economy and employees operate in different cultures.</p>	<ul style="list-style-type: none"> a. Have a global mindset b. Understand issues globally c. Travel and vacation internationally d. Seek diverse colleagues e. Take an off-shore assignment f. Be multi-culturally savvy and sensitive