

Some common leadership behaviors

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- speaking up about a problem facing the community in a clear, relevant, timely, and compelling way
- offering a solution to a problem or working toward a solution to a problem facing the community
- giving someone something they need
- teaching someone how to make or acquire what they need
- recognizing and activating the potential in others through a range of activities, including encouragement, modeling behavior through storytelling, and helping someone build their reputation (mentoring)
- reinforcing the community's values by thanking, praising, honoring, encouraging, or shaming (in a good way) members of the community
- calling out bad behavior or ignorance
- forming networks and organizations to solve problems
- regulating emotional and psychological states to be what the situation calls for, e.g., restraining certain emotions or giving vent to certain emotions, as necessary; or activating the right behavior or tone according to the situation (e.g., being humorous, serious, sympathetic, or severe, as needed)
- making decisions with a view to the well-being of the community rather than oneself
- showing sympathy for someone's success or misfortune
- matchmaking, e.g., helping others form friendships, partnerships, or reconciliation/harmony among divided individuals or groups

Take a moment to reflect on how well, and how often, you exhibit these behaviors. Ask someone who knows you well to comment on their impression of how well and how often you show these behaviors. For example, do you identify yourself as someone who "gives others what they need" *well* and *often*? Do those

who know you best agree with your self-assessment? If not, how would you explain the discrepancy between their assessment and your own?