

Purposeful Leadership Evaluation

Original Report: *25 Tips for Becoming a More Purposeful Leader*

SUMMARY

For Experience Management (XM) to thrive inside an organization, its leaders must operate with a clear, well-understood mission and set of values. When leaders articulate and commit to a clear purpose, these guiding principles allow employees to predict their leaders' decisions and behaviors, which enables them to act consistently with the business's objectives without always having strict instructions and controls placed upon them. Use this tool to evaluate your leadership style and then use the tips on the third page to make plans for becoming a more purposeful leader.

THE FIVE P'S OF PURPOSEFUL LEADERSHIP

To keep the entire company moving in tandem, an organization must articulate and commit to a clear purpose – one aligned to all employees' day-to-day decisions and is more compelling than simply increased profits. As leaders are ultimately responsible for ensuring that an organization behaves as a cohesive unit, to be successful, they must demonstrate the five characteristics of purposeful leaders:

- 1. Persuasive.** Purposeful leaders don't just bark orders about what things need to be done and how they expect people to do them. Instead they take the time to make sure that everyone understands why the organization needs to do something. Persuasive leaders explain **why** things are necessary.
- 2. Passionate.** Leaders who aren't energized by the company's future can't expect their employees, partners, or customers to be passionate about helping them get there. Passionate leaders share a compelling vision of the future.
- 3. Propelling.** In a large organization, a leader's actions make up only a tiny fraction of the total number of actions taken across the company. As leaders individually represent such a small percentage of the organization's overall activity, whether they succeed or fail is not determined by what they personally do, but by how effectively they influence the actions of other people. Propelling leaders empower others to succeed.
- 4. Positive.** XM Institute research found that employees who regularly receive positive feedback from their boss are more likely than other employees to do something unexpectedly good for the company and are more likely to make a recommendation for an improvement. Positive leaders motivate people by showing appreciation.
- 5. Persistent.** A leader's words are only meaningful if they align with his or her actions. If a leader says that something is important, but then behaves in a way that contradicts that statement, the organization will stop believing that what that leader says matters really does matter. Persistent leaders act consistently with a stated set of values.

HOW TO USE

To help you evaluate and improve your leadership style, you can use this tool in a number of ways:

- + **Self-evaluation.** Identify where on the spectrum you fall for each of the 5 P's. In addition to evaluating yourself, you can also identify where one of your mentors or managers falls along the spectrum and compare how your leadership style differs from theirs.
- + **Invite others to evaluate your style.** Give this assessment to people who are familiar with your management style and ask them to identify where you fall across the 5 P's. Discuss areas of strengths and weaknesses identified as well as where you agree and disagree with their assessment.
- + **Action planning.** Develop plans for becoming a more purposeful leader. For inspiration and examples of how to improve across the 5 P's, look at the tips on page 3 and read the original report, *25 Tips for Becoming a More Purposeful Leader*.

Purposeful Leadership Evaluation

Original Report: *25 Tips for Becoming a More Purposeful Leader*

For each category below, choose where your management style usually falls.

You focus communications on **what** and **how**

PERSUASIVE

You explain **why** things need to be accomplished



You share **concerns** about the future

PASSIONATE

You share **enthusiasm** about the future



You succeed by doing things **yourself**

PROPELLING

You succeed by helping **others** to succeed



You look for mistakes to **correct**

POSITIVE

You look for moments to **appreciate**



You make decisions based on the **situation**

PERSISTENT

You make decisions based on understood **values**



Purposeful Leadership Evaluation

Original Report: *25 Tips for Becoming a More Purposeful Leader*

Purposeful leaders create an engaged workforce and help their organizations deliver positive experiences to everyone in their ecosystems. To help you become a more purposeful leader, review the list of suggestions across the 5 P's. Use your ratings on page 2 to identify which characteristics you are weakest in, and put a checkmark next to the area(s) within those characteristics you would most like to focus on improving.

| | | IMPROVEMENT AREA |
|-------------------|---|------------------|
| PERSUASIVE | Make your messages easy to understand by breaking the information into smaller pieces so the key ideas don't get lost and emphasizing key messages. | |
| | Start with "why" something is important in your messages instead of with what needs to change. | |
| | Bolster your messages with customer and employee quotes. | |
| | Cater to your employees' intrinsic motivations: <i>choice, meaning, progress, and competence</i> . | |
| | Tailor messages to each employee's specific role. | |
| PASSIONATE | Articulate what makes the company special. | |
| | Share specific reasons for why you're personally enthusiastic about where the company is headed. | |
| | Challenge employees to internalize the XM vision and think of one thing they can do to support that vision every day. | |
| | Talk about your feelings. | |
| | Ask employees about what invigorates them. | |
| PROPELLING | Proactively look for obstacles hampering employees. | |
| | Block time on your calendar to make yourself available for <i>ad hoc</i> coaching and problem-solving conversations with employees. | |
| | Facilitate cross-functional collaboration by regularly setting up meetings between your team and other groups who may benefit from your collaboration | |
| | Enlist the support of middle managers. | |
| | Look for ways that you can increase the decision-making authority of your employees while providing them with decision criteria and boundaries. | |
| POSITIVE | Say "thank you" in every meeting | |
| | Treat success as a team sport by highlighting the efforts and stories of behind-the-scenes employees whose work enabled a successful outcome. | |
| | Use customer feedback to celebrate employees. | |
| | Encourage employees to share their achievements, either in one-on-one meetings or which the team. | |
| | Share a compelling view of the future. | |
| PERSISTENT | Before you make any decision, stop and ask yourself, "Will this decision be seen as consistent or inconsistent with my priorities?" | |
| | Focus your staff meetings on key priorities. | |
| | Discuss how employees personally help the organization achieve its mission. | |
| | Stop rewarding inconsistent behavior. | |
| | Stay on message during tough times. | |