



Operationalizing Your Values **A REFERENCE LIST OF BEHAVIORS**

Below is a list of sample behaviors that have emerged from our research on daring leadership. While our behaviors list is extensive, you should feel free to add behaviors. Behaviors on the list often share similar wording or meaning so you can select the one that resonates for you and reflects your work culture.

Showing Up

- I am both thoughtful and decisive.
- I work to exceed expectations in every facet of my work.
- I approach my work with a sense of possibility and positivity.
- I am fully engaged. For example, you won't hear me saying things like, "It's not my job" or "It's not my problem" or "I don't care," or showing up in a way that indicates that I don't care or that I'm unwilling to own problems.
- I take initiative vs. always waiting for direction.
- I bring meaningful strategy and ideas to the team vs. "just following directions."
- I'm prepared to offer my point of view to the team.
- I practice integrity in all that I do by choosing to do what is right over what is fast, fun, easy, or comfortable.
- I take ownership for adapting to the fast pace of our environment.
- I take responsibility for infusing the culture with hope (setting goals, finding pathways to achieve those goals, and demonstrating agency).
- I take responsibility for our customer's experience.
- I take responsibility for our community's experience.
- I take responsibility for representing our values when communicating externally.
- I take responsibility for representing our values when communicating internally.
- When giving a presentation, my communication is concise, thoughtful, and effective.
- My verbal communication is concise, thoughtful, and effective.
- My written communication is concise, thoughtful, and effective.

Asking for Help

- I ask for help.
- I reach out for help when I need it.
- I ask for what I need.
- I ask for what I need versus blaming others or feeling resentful.
- When I'm overwhelmed, I ask for what I need.
- I'm willing to ask for what I need even if I might be judged.
- When I'm not clear of what's expected of me, I ask.
- I don't judge others when they ask for help.
- I don't judge others when they ask for what they need.

Managing Commitments to Self and Others

- I don't over-commit.
- I acknowledge when I can't follow through on a commitment.
- I'm flexible.
- I take care of myself.
- I value play and make time for it.
- I acknowledge that exhaustion and burnout prevent me from being a full contributor of strategy, perspective, and creativity.
- I hold myself accountable for my wellbeing versus blaming others or feeling resentful.

Rumbling with Tough Conversations, Risk-Taking, and Decision Making

- I stay aligned with my values when facing tough decisions.
- I'm willing to rumble on tough decisions.
- I lean into difficult conversations, meetings, and decisions.
- I take risks, even when the outcome is uncertain.
- I'm willing to put myself out there even if it means getting criticized or put down.
- I choose courage over comfort by facing difficult tasks and conversations rather than avoiding them.

Developing Emotional Literacy

- I'm aware of my emotions and how they affect me.
- I'm aware of my emotions and how they affect others.
- I understand how my emotions affect my behavior.

- I'm willing to talk about my emotions even if it feels awkward.
- I manage my emotional reactivity in a productive way.
- I recognize and manage my emotion during struggle.
- I am aware of the emotions that are most likely to arise for me when I am in struggle.
- I am able to recognize and name the emotions I'm feeling.
- I am able to reset after setbacks rather than staying stuck in emotion.
- I talk about how I feel.
- I am responsible for the energy I bring to situations so I stay positive.
- I make sure the energy I bring into every room, meeting, or situation is aligned with my values.

Working with others

- I recognize and congratulate others on their good work.
- I practice gratitude with my team and colleagues.
- I show gratitude for my colleagues.
- I practice gratitude.
- I make the time to do extra kind and generous things for my colleagues.
- I stay out of comparison and competition with my colleagues.
- I take responsibility for developing and maintaining professional relationships.
- I set clear boundaries with others.
- I extend the most generous interpretation possible to the intentions, words, and actions of others.
- I am mindful of other people's time.
- I treat my colleagues with respect and compassion by responding when appropriate in a timely and professional manner.
- I hold others accountable in a productive way.
- I surface personal conflict versus pretending it's not happening.
- I talk to you, not about you.
- I have direct, honest conversations with people rather than talking about them to others, relying on back-channel conversations, or pretending that I agree in the name of "being polite."
- I only share information that is mine to share.
- I feel like my personal relationships are honored by my colleagues as an important part of my life.

Giving and Receiving Feedback

- I give feedback in a respectful and daring way.
- I receive feedback in a respectful and daring way.
- I receive feedback in a way that is aligned with my values.

Resetting after set-backs, disappointments, and failures

- I am able to reality-check the stories I tell myself during conflict/ disappointment/ setbacks.
- I own my mistakes.
- I own my mistakes and discuss them in an open and honest way.
- I take responsibility for my own recovery after a disappointment, failure, or mistake.
- I circle back when there's a need for clarity or amends.
- I'm able to identify the key learnings in mistakes.
- I work to embed the key learnings in the culture.
- When there is a setback, failure, or disappointment, I'm able to identify the key learnings and share them within the team and the organization.

Building Trust

- I choose to practice my values rather than simply professing them.
- I do what I say I am going to do.
- I don't overpromise and I'm able to deliver on commitments and balance competing priorities.
- I own my mistakes, apologize, and make amends.
- I respect professional boundaries, and when it's not clear about what's okay and not okay, I ask.
- I'm aware of my competencies and limitations.
- I'm willing to ask for help.
- I'm willing to say no and I ask for what I need.

Maintaining Focus, Clarity, and Drive

- My deliverables are consistently on time and on task.
- My vacation hand-offs are thorough and reliable.
- I show up to work and to meetings on time and well prepared.
- When I'm running late, I notify my supervisor and any affected colleagues promptly.

- I understand all of my job responsibilities.
- I take responsibility for closing skills gaps in order to perform my duties.
- I understand the goals and priorities of the business.
- I represent information and data accurately and completely.
- I maintain effective working relationships.
- I seek out and listen to customers' needs in order to develop ideas and solutions.
- I respond to customers in a prompt, courteous and knowledgeable manner with thorough follow-up.
- I communicate in a clear and honest way.
- I effectively express thoughts, feelings, and ideas verbally in individual and group situations.
- I keep others informed in a timely basis.
- I stay focused on organization's goals while setting clear goals and accepting accountability for achieving them.
- I set short-term goals to drive progress toward longer term goals.
- I regularly engage in self-development activities.
- I lead by example.
- I keep myself and others focused on key performance indicators.
- I invest time and resources to enhance the effectiveness of the team.
- I implement initiatives that support development and performance improvement.
- I recognize opportunities for process improvements and learn from mistakes.
- I challenge or question the status quo or traditional way of doing things and am open to new ideas even when things are going well.
- I manage complexity, contradiction, and paradoxes.
- I am able to overcome resistance to change.
- I maintain composure in a crisis and keep others focused and moving forward.

