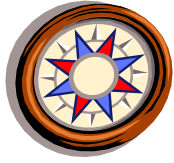


St. Joseph County Regional Nursing Home Learning Collaborative



W4-2

| | |
|------------|--|
| Title | Characteristics of Exemplary Leaders |
| Objective | Identify key leadership characteristics which are significant on the road to culture change |
| Directions | <ol style="list-style-type: none">1. Select the four qualities you most look for respect and admire in a leader—someone whose directions you would willingly follow.2. Put them in rank order (1 through 4) with #1 representing your top choice. |

Ambitious

Broad-Minded

Caring

Competent

Cooperative

Courageous

Dependable

Determined

Fair-Minded

Forward-Looking

Honest

Imaginative

Independent

Inspiring

Intelligent

Loyal

Mature

Self-Controlled

Straightforward

Supportive

According to the Kouzes and Posner survey, most people follow leaders who are:

- ▲ Honest
- ▲ Forward-looking
- ▲ Inspiring
- ▲ Competent

Honesty 90%

- ▲ Truthful, ethical, principled, has integrity
- ▲ Measured by consistency between words and actions
- ▲ Has clear beliefs which s/he stands by

Forward-looking 75%

- ▲ Clarity of purpose and direction, ability to look ahead, vision a future
- ▲ Not magical thinking; down-to-earth

Being Inspiring 68%

- ▲ Enthusiastic, energetic, positive about the future, confident
- ▲ Enlist people to shared vision

Being competent 63%

- ▲ Capable, effective, knows the business
- ▲ Functional competence necessary but not sufficient; “value-added competence”
- ▲ Type of competency required varies with leader’s position and the condition of the organization