

Leadership Practice	Basics
Feedback	<ul style="list-style-type: none"> <input type="checkbox"/> On-Going; frequent <input type="checkbox"/> Timely - delivered immediately after demonstrated behavior <input type="checkbox"/> Descriptive of the behavior not personal or an opinion <input type="checkbox"/> Tailor to direct report's personality style <input type="checkbox"/> Productive - corrections focused on future behaviors <input type="checkbox"/> Balance between positive and corrective feedback
One-on-one Sessions	<ul style="list-style-type: none"> <input type="checkbox"/> By far the most effective technique for accelerating performance <input type="checkbox"/> Meetings are about the direct report and their needs <input type="checkbox"/> Conduct weekly for each direct report <input type="checkbox"/> Budget 30 minutes <input type="checkbox"/> Cover direct report's issues and leader's cascaded messages <input type="checkbox"/> Document meeting and accumulate notes for performance reviews
Performance Evaluations	<ul style="list-style-type: none"> <input type="checkbox"/> Conduct reviews and document quarterly <input type="checkbox"/> Collect documentation throughout whole period <input type="checkbox"/> Direct reports should not be surprised by results <input type="checkbox"/> Direct reports conduct self appraisals <input type="checkbox"/> Performance relative to job description or accountabilities <input type="checkbox"/> Adjust job accountabilities and/or goals if needed
Job Accountabilities	<ul style="list-style-type: none"> <input type="checkbox"/> 3 to 5 specific accountabilities defined <input type="checkbox"/> Success factors specific and measurable <input type="checkbox"/> Updated quarterly <input type="checkbox"/> Prioritized - number one clearly identified <input type="checkbox"/> Shared with and clearly understood by direct reports
Goals	<ul style="list-style-type: none"> <input type="checkbox"/> Measurable and time-based <input type="checkbox"/> Align with organization goals <input type="checkbox"/> Prioritize <input type="checkbox"/> 5 or less goals <input type="checkbox"/> Mix of attainable, stretch, and BHAG <input type="checkbox"/> Review progress regularly with direct report <input type="checkbox"/> Every direct report has goals <input type="checkbox"/> Establish sub-goals
Development	<ul style="list-style-type: none"> <input type="checkbox"/> Leader is the coach NOT the trainer <input type="checkbox"/> Supports organization's objectives <input type="checkbox"/> Direct report is responsible for and committed to development <input type="checkbox"/> Organization must be supportive (time and financial) <input type="checkbox"/> Establish goals <input type="checkbox"/> Identify resources <input type="checkbox"/> Follow-up and encourage
Succession	<ul style="list-style-type: none"> <input type="checkbox"/> Plan before opening <input type="checkbox"/> Start replacement plan within two business days of opening <input type="checkbox"/> Constantly looking to build bench strength