



## Taking Charge

### Part I: Tactics

#### Prologue

Taking Charge is about helping you to establish yourself as a leader. The actions you take, the things you say, and the impressions you make will set the direction for and to a significant extent, determine whether you succeed in the position you occupy. Your followers will expect to understand why you are about, what's important to you, and how you view their roles and yours. All of the situations in this section of The Leader's Playbook are based on one situation: you are a new leader. You may be leading for the first time or you may be a seasoned, veteran leader with a lot of experience. You may be leading a large organization or a team of two people. It doesn't matter, the missions and what you should do or say will help you immensely.

**SITUATION (For all missions):** You are a new leader

Locate the description of the situation you are facing and turn to the page that describes it in detail.

#### Mission

#### Page

Define and communicate your expectations (part 1).

Define and communicate your expectations (part 2)

Know your people

Lead by example

**MISSION (part 1):** Define and communicate your expectations.

#### WHAT YOU SHOULD SAY OR DO:

As a leader, what do you expect of the people you lead? What do you want them to do?

How do you want them to do it? What are your operating principles?

Here's an example in Table 3

Table 3

What I expect:
√ <i>Honesty-Be honest with me and everyone with whom you work.</i>
√ <i>Teamwork-Work with everyone in the group.</i>
√ <i>Courteous-Treat people with courtesy</i>
√ <i>Professional-Act like a professional</i>
√ <i>Ask questions-Don't be afraid to ask questions of me or anyone else</i>
√ <i>Be innovative-Don't be afraid to come up with new ideas and solutions</i>
√ <i>Listen-Pay attention when someone is speaking to you</i>

Table 3 only gives examples. Your expectations should be a reflection of you and what you expect, no one else's. For your use, a blank form is provided.

Table 4

What I expect:

Consider this: What does “honesty” look like? How do you know it when you see it? Unless you put honesty (as an example of your expectations) into some actionable setting, it’s quite possible for people to misunderstand your expectations. For example, who doesn’t think they’re honest? Help people understand what honesty (for example only) looks like by going further than a simple listing of your expectations. Use Table 6 to list your expectations and what they look like. Here are some examples in Table 5:

Table 5

What I expect:	
Expectation:	What it looks like:
√ <i>Honesty-Be honest with me and everyone with whom you work.</i>	<i>People tell the truth, even if the result of speaking honestly could be negative. For example, if you were late for work because you overslept, just tell me you overslept and don't make an excuse about being stuck in traffic.</i>
√ <i>Teamwork-Work with everyone in the group.</i>	<i>If you see someone needing help, ask him/her if you can help. Don't wait to be told or asked. If you have a disagreement with someone on the team, I expect you to speak with them about it and resolve it, or make your best effort to resolve it. If you can't, I want you to tell me about it and ask for help.</i>
√ <i>Courteous-Treat people with courtesy</i>	<i>When you get to work, say "Good morning." There will be no yelling or screaming-ever. Ask everyone you work with how they would like to be treated.</i>
√ <i>Professional-Act like a professional</i>	<i>Meet or exceed the time, quality, and safety standards for every task you are required to perform. Don't sacrifice any of them. If you are in public and are wearing a company uniform, make sure you follow and abide by our dress standards. You represent our company whenever you are in public.</i>
√ <i>Ask questions-Don't be afraid to ask questions of me or anyone else</i>	<i>As a minimum, ask me at least one work-related question a day. Ask me what I'm thinking about. Ask someone on the team to teach you something you don't know.</i>
√ <i>Be innovative-Don't be afraid to come up with new ideas and solutions</i>	<i>Suggest one new idea per week. Tell us how we can save money, make more money, or just do things better.</i>
√ <i>Listen-Pay attention when someone is speaking to you</i>	<i>Temporarily turn off your phone, find a quiet place, make eye contact, and take notes when someone is speaking to you.</i>

The more examples you can list of what it looks like, the more effective you will be when you communicate your expectations to the people you lead. It isn't necessary to list all conceivable possibilities for each expectation.

Table 6

