

# LEADERSHIP

## 1. MODEL THE WAY

- Create value
- Know who you are and your beliefs
- “Walk the talk”
- Be authentic with good personal character
- Be an example to others
- Have and instill ethical conduct



## 2. INSPIRE A SHARED VISION

- Envision the future with positive possibilities
- Develop a strategic plan
- Outline both a transparent and consistent vision
- Ensure accountability
- Enlist others to be involved



## 3. CHALLENGE THE PROCESS

- Ask questions and search for opportunities
- Continually review processes
- Use data-driven decisions
- Innovate, experiment, and take a risk to continually improve
- Learn from mistakes and apply what you learned



## 4. ENABLE OTHERS TO ACT

- Foster collaborations with team and others, creating trust and commitment
- Grow, facilitate and strengthen others
- Empower others
- Create a diverse organization
- Create a succession plan
- Develop leaders and followers



## 5. ENCOURAGE THE HEART

- Recognize and appreciate others
- Expect the best and outline it
- Develop full community engagement
- Allow all to have a say in self-determination
- Establish measures of success
- Invest in staff and stay involved
- Create and have concern for all

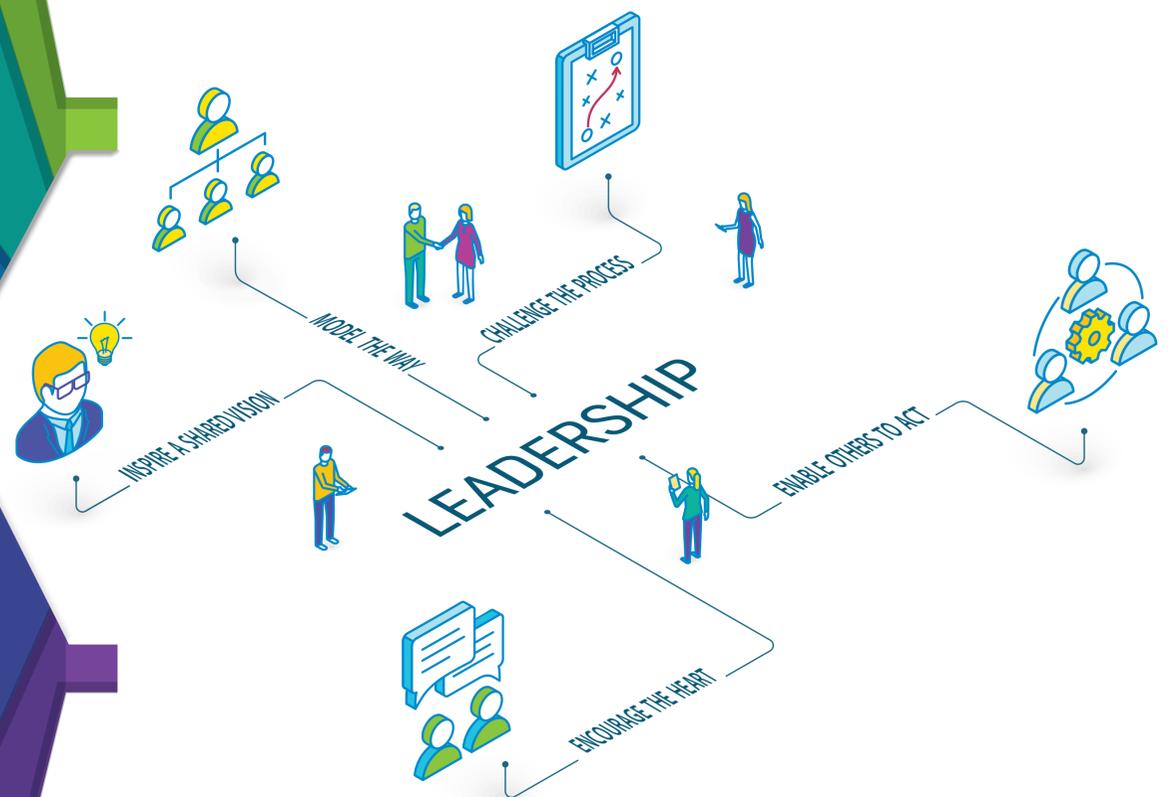


## INSPIRING THE BEST COLLECTIVE EFFORT FROM INDIVIDUALS

The American Public Works Association (APWA) encourages the public works community, its professionals, practitioners, policymakers, and decision-makers at all levels of government, to demonstrate an extraordinary way to lead.

Leadership is the ability of an individual or a group of individuals to influence and guide followers, creating positive change within an organization, cause, or community.

The APWA Leadership & Management Committee encourages public works professionals to adopt five leadership characteristics as they work to improve the quality of life for all.



## TOP CHARACTERISTICS OF ADMIRABLE LEADERS:

