

# Attributes of Role Model Leaders and Employees

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Role model leaders and employees that have the attributes in this paper will have a competitive advantage in holding on to employment opportunities in good or in turbulent times. A role model employee is one who continuously benchmarks and implements the attributes of successful people. Successful role model leaders and employees generally possess and exhibit the attributes and characteristics shown in Table 1 and described in detail below:

Table 1: Attributes and Characteristics of Role Model Leaders and Employees

1. Self-Empowered Leadership	2. Customer-Driven	3. Knowledge	4. Results-Oriented	5. Accountable	6. Dedicated
7. Nurturers	8. Communicators	9. Fair	10. Self-Empowering Attitude	11. Motivators	12. Team Players
13. Reward-Givers	14. Coaches and Counselors	15. Problem Solvers	16. Agents of Change	17. Performers	18. Business Partners
19. Diversity in the Workplace	20. Respect for People	21. Sense of Total Commitment	22. Honest and Open Communication	23. Humor in Daily Work	24. Self-Empowerment
25. Quality Excellence	26. Responsiveness to Stakeholders Needs	27. Flexibility for Change	28. Individual Values for Teamwork	29. Decision-Making	30. People as an Asset

- 1.0 **Self-Empowered Leaders:** Role model leaders and employees set goals for their own work units and are visionary and innovate to achieve the mission and objectives of the organization. They lead by example, always exhibiting commitment, loyalty and support of the organization's values and its management team.
- 2.0 **Customer-Driven:** Role model leaders and employees are customer- driven. They understand all customer requirements. They create an atmosphere which identifies the customer as the highest priority. Customers are treated with respect and courtesy at all times by managers and employees. Customer satisfaction indexes are measured, managed and improved to achieve results. Role model leaders and employees understand that the customer pays the bills and has the right to expect excellent products and services from suppliers. They work to meet and exceed the following 21 common customer expectations:

- 2.1. **Value-Added Output:** The customer expects that the products and services provided will add value and cause them to be successful.
- 2.2. **Conformance to Requirements:** The customer expects that the quality of products and services provided will conform to initial requirements and far exceed expectations.
- 2.3. **Courtesy:** The customer expects to be served with a positive attitude and courtesy in all business dealings.
- 2.4. **Respect:** The customer expects the service or product provider to show respect for the individual, team and the organization in all business dealings through elements such as tone of voice on the telephone, eye contact, body language, patience, manner of delivery and handling of customer requirements.
- 2.5. **Sustainability:** The customer expects the service or product provider to sustain excellent levels of quality, service, productivity, relationship and value at all times.
- 2.6. **Accuracy:** The customer expects the products and services provided to be reliable and represent what they were supposed to be.
- 2.7. **Communication:** The customer expects to be kept informed through simple and effective communication in a language they can understand, without any surprises.
- 2.8. **Consistency:** The customer expects the quality of products and services not to vary but to be consistent with customer specifications and requirements.
- 2.9. **Convenience:** The customer expects that working hours, business operating guidelines, lines of communication, procedures and policies will be designed to serve personal needs.
- 2.10. **Dependability:** Commitment to customers is honored at all levels of the organization.
- 2.11. **Empathy:** Everyone who is serving the customer understands the personal as well as the business requirements of the customer.
- 2.12. **Flexibility:** Organizations, teams, and individuals serving the customer are willing to adjust policies and procedures to meet and exceed customer expectations.
- 2.13. **Innovative Initiatives:** Customers want the supplier of products and services to continuously find innovative ways and means to exceed their requirements.
- 2.14. **Integrity:** The customer trusts that all business dealings will be fair, honest, ethical, and handled with the highest level of integrity.
- 2.15. **Knowledge:** The customer expects to receive the required information or knowledge about products and services.
- 2.16. **Problem Resolution:** The customer expects product- and service-related problems to be resolved with appropriate solutions and in a timely manner.
- 2.17. **Recovery:** The customer expects the supplier of products or services to take responsibility for errors and defects, admit mistakes, and correct in a timely manner flaws that impact output quality.
- 2.18. **Safety:** The customer expects to have defect-free, risk-free, error-free, danger-free and doubt-free products and services.

- 2.19. **Standards:** The customer expects the provider of products and services to operate at a higher level of quality than minimum industry standards to maintain zero defects, and measure themselves against the industry's best to consistently deliver products and services at world-class standards.
- 2.20. **Service with a Smile:** The customer expects to be serviced with a positive attitude, smile, and courtesy using a simple and effective process.
- 2.21. **One-Stop Solutions:** The customer expects a complete and satisfactory resolution to problems through one source.
- 3.0 **Knowledge:** Role model leaders and employees have the technical and administrative skills and experience required to successfully manage their own work units and processes. They understand and continuously seek to improve the policies, processes and procedures of the organization to ensure customer satisfaction and performance excellence.
- 4.0 **Results-Oriented:** Role model leaders and employees are results-oriented, recognizing, understanding and implementing all aspects of performance measurement and management. They do whatever it takes to provide excellent service to the customer.
- 5.0 **Accountable:** Role model leaders and employees are accountable for their performance and the performance of their work units. They are responsible and empowered to achieve the expected results and to alert a higher level of authority of any problems that they cannot control. Within their work units, role model leaders and employees lead by example and continuously ensure accountability and responsibility to each employee.
- 6.0 **Dedicated:** Role model leaders and employees are dedicated to the mission and vision of the organization and their work units and committed to leading the team for results. Role model leaders and employees act as a positive example in attendance and in adhering to all organization values, beliefs, procedures and policies.
- 7.0 **Nurturers:** Role model leaders and employees are committed to and involved in developing themselves and their fellow employees. They are sensitive to fellow employee needs, creating a nurturing environment in which fellow employees can grow, develop and prosper. They seek to build self-esteem and confidence within the team, never victimizing others.
- 8.0 **Communicators:** Role model leaders and employees are excellent communicators, facilitating open and honest dialogue between peers, managers and subordinates, and customers and suppliers. They are able to listen effectively, to give instructions, ask questions, give feedback and provide input. They spend time on one-on-one communication with others. They attend work unit meetings regularly and participate in opportunities for discussions between staff, peers, subordinates and superiors.
- 9.0 **Fair:** Role model leaders and employees exhibit integrity, interpreting and implementing policies fairly and consistently without bias or prejudice. They are fair in hiring decisions, disciplinary actions, rewards, recognition, promotions, and in other day-to-day business matters.

- 10.0 **Self-Empowering Attitude:** Role model leaders and employees empower themselves with the right attitude, skills, ability, experience, commitment, dedication, training and results. They empower themselves with a positive vision and latitude, guidance and freedom, leadership and opportunities to perform.
- 11.0 **Motivators:** Role model leaders and employees seek to motivate themselves and fellow employees, stimulating themselves and others to pursue challenges, creating opportunities and providing feedback and guidance as required for continuous performance improvement. Role model leaders and employees utilize tangible and intangible approaches to motivate, expressing empathy and compassion when addressing sensitive issues.
- 12.0 **Team Players:** Role model leaders and employees are team players, participating with enthusiasm, supporting superiors, peers, managers and subordinates, customers, process owners, and suppliers. They are able to both lead and follow direction in pursuit of the organization's vision. They exhibit a spirit of cooperation, avoiding gossip, transparency and in-fighting.
- 13.0 **Reward-Givers:** Role model leaders and employees understand the importance of rewarding and recognizing excellence in attitudes, performance and results. They implement reward and recognition programs fairly and continuously create new ways to recognize fellow employees. Role model leaders and employees reward positive attitudes, behaviors, work ethics and habits in a timely manner.
- 14.0 **Coaches and Counselors:** Role model leaders and employees act as coaches, counselors, and mentors to employees. They address performance and behavioral issues with sensitivity but with a sense of urgency so as not to de-motivate other team members. They are committed to creating a learning organization.
- 15.0 **Problem Solvers:** Role model leaders and employees act as problem solvers, utilizing their experience and skills to identify problems, seek data-driven solutions and implement them effectively for results. Role model leaders and employees work effectively with other employees to resolve problems.
- 16.0 **Agents of Change:** Role model leaders and employees are agents of change, always learning and growing, seeking new challenges, innovating and assisting themselves and the team to achieve the best.
- 17.0 **Performers:** Role model leaders and employees are performers. They are leaders and doers. They must be able and not afraid to work alongside other employees, spending the time it takes to show the way and support the work-unit team. They plan and organize their own work effectively to ensure delivery of results.
- 18.0 **Business Partners:** Role model leaders and employees understand the operational drivers of the business and of their work units. They seek to improve performance, productivity, and competitiveness and to increase profitability through cost reduction, process management, waste reduction, and elimination of non-value-added activities. They identify and understand the cost drivers for their work unit, effectively managing all inputs and outputs to ensure results.

- 19.0 **Diversity in the Workplace:** A role model employee can realize the full potential of the workforce by celebrating both unity in organizational purpose, diversity and uniqueness as individuals. Through the recognition and affirmation of diversity within the workplace, the role model employee fosters personal growth, strengthens personal ability to respond to challenges, and improves service to his or her own customers. A role model employee treats other people as the greatest organizational resource and sees diversity as a strength.
- 20.0 **Respect for People:** A role model employee believes that respect is the quality of accepting and holding in high esteem all persons' rights to their beliefs, values, autonomy, and differences while treating them with dignity, worth, courtesy, civility, and politeness. The role model employee also views respect as the ability to actively listen to others without interruption, prejudice, judgment, or reservation, and as the acknowledgment of the worth of others' time.
- 21.0 **Sense of Total Commitment:** A role model employee believes that commitment is carrying out the pledge to complete tasks successfully. Total commitment is the awareness of the responsibility to be continuously involved in activities intended to achieve quality work. The role model employee believes that continual improvement is an integral part of daily operations.
- 22.0 **Honest and Open Communication:** A role model employee believes that open and honest communication is the expression of a professional work environment which facilitates the exchange of information, ideas, and divergent opinions between all levels of the organization in an atmosphere of respect and genuine concern for the best interests of the organization, its employees, associates, and customers.
- 23.0 **Humor in Daily Work:** A role model employee believes in a state of mind that allows for moments of amusement. Humor that is not offensive provides a link between individuals and creates unity out of diversity. A shared bit of humor encourages the development of common understanding and teamwork. It motivates workers to carry on in their jobs despite occasional unpleasantness.
- 24.0 **Self-Empowerment:** A role model employee believes that empowerment is the freedom and power to act, command, or decide upon a course of action. Teams are empowered with authority related to the work and processes for which they are responsible, in order to achieve gains in quality and productivity.
- 25.0 **Quality Excellence:** Quality means meeting and exceeding customer requirements the first time and every time. A role model employee recognizes that internal, external and self-unit customers include individuals, teams, and organizations that receive and use the output of his or her work processes.
- 26.0 **Responsiveness to Stakeholders Needs:** A role model employee believes that responsiveness is the willingness and ability to provide information, reply to requests, answer questions, answer the telephone with courtesy, and complete tasks promptly. In order to create and maintain an atmosphere of quality excellence, the role model employee recognizes the necessity of responding in a positive and timely manner. With regard to providing excellent service, it is absolutely essential to meet or exceed the expectations of all stakeholders in terms of responsiveness.

**27.0 Flexibility for Change:** A role model employee believes that flexibility is the ready capacity for modification or change, and the adaptability to new situations. A role model employee believes that flexibility in the workplace allows for acceptance of change in processes, procedures and requirements to support the accomplishment of the organization's mission, goals, and objectives in light of an ever-changing environment and the demands of shifting priorities. A role model employee believes that continual improvement requires flexibility, and thus seeks constant positive changes. Continuous effort and attention is paid to flexibility in the work schedule, thinking, incremental and radical change management, and dynamic shifts in the political and economic environments.

**28.0 Individual Values for Teamwork:** Teamwork means working together toward a common vision by each member of the team doing a part to achieve the efficiency of the whole. The role model employee practices teamwork to accomplish the organization's objectives. Teamwork allows common people to attain uncommon results. Teamwork means working together everyone accomplishes maximum results. In performing daily work activities, the role model employee practices the following values:

1. Respect others' comfort zones and exceed stakeholders' requirements at all times.
2. Provide support for the organization's and team's vision, goals and results.
3. Listen to other people's viewpoints and strive for win-win outcomes.
4. Recognize and reward contributions of others.
5. Trust first and only doubt based on outcomes.
6. Value others' expertise and despise negativity.
7. Think positively — Feel positively — Act positively.
8. Take charge of solving problems and implementing solutions.
9. Communicate with clarity, and share information, people, and resources.
10. Handle your own workload to support team effectiveness.
11. Treat your peers, superiors and subordinates as customers.
12. Treat other people as you would like to be treated.

**29.0 Decision-Making:** A role model employee makes decisions after thorough and careful analysis of data, facts, benefits and impact. Inputs suggestions and innovative approaches from Stakeholders are considered before decisions are made.

**30.0 People as an Asset:** The role model employee sees people as an asset and key resource for processing inputs in order to produce acceptable outputs and outcomes. A role model employee believes that people are intelligent, creative, knowledgeable, loyal, willing to exercise freedom for job enhancement, and capable of developing systems that will improve job outcomes and customer satisfaction, if given the opportunity.

### **Conclusions:**

The role model employee utilizes sound and world class plans, approaches, deployment methods, measures, tools and best practices to achieve results for themselves, organizations and Stakeholders. Those that consistently and continuously demonstrate the theory attributes presented in this paper will have a strong competitive advantage in good and turbulent times.

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### **About the Author**

Dr. Johnson A. Edosomwan is the Chairman and Senior Executive Consultant/Coach for JJA CONSULTANTS, Inc. He is an International Pioneer, Leader, Senior Executive Coach, Presenter, Educator, Consultant, Trainer, and Facilitator in over 20+ fields. He is an author of over 71 books and 350 papers and a recipient of over 185 awards and citations including “Men of Achievement in the World” and “Who’s who of Intellectuals.” [www.jjaconsultants.com](http://www.jjaconsultants.com) (703)359-5969