

# EIGHT ELEMENTS OF LEADERSHIP CONSTANCY

*Leadership Must:*

**1**

Understand and continually make/upgrade the case for change.

**2**

Be Trained /Knowledgeable in the skills and practices required to operate in the future state.

**3**

Establish a playbook for the Leadership team that outlines specific actions needed in the future state. All teams' members operate from the same playbook.

**4**

Have constancy up and down line Leadership in commitment to the new way of operating. Support the change effort, recognizing it conflicts with human nature. Expect compliance. Establish accountability.

**5**

Send no mixed messages. Be consistent and reasonable in the application of policy and procedures across the board in order to develop trust.

**6**

Have visible personal involvement of all levels of Leadership. No sideliners.

**7**

Recognize and reward behaviors that demonstrate the desired change. Celebrate success milestones.

**8**

Correct behaviors that counteract the desired change. Replace personnel as necessary.