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LEADERSHIP & MANAGEMENT PRINCIPLES

The U.S. Department of State relies on all employees, regardless of rank and title, to represent its mission and to embrace a set of principles that encourages the highest degree of morale and productivity and sets an expectation of leading by example.

1 MODEL INTEGRITY

Hold yourself and others to the highest standards of conduct, performance, and ethics, especially when faced with difficult situations. Act in the interest of and protect the welfare of your team and organization. Generously share credit for the accomplishments of the organization. Take responsibility for yourself, your resources, your decisions, and your action.



2 PLAN STRATEGICALLY

Develop and promote attainable, shared short- and long-term goals with stakeholders for your project, program, team, or organization. Provide a clear focus, establish expectations, give direction, and monitor results. Seek consensus and unified effort by anticipating, preventing, and discouraging counter-productive confrontation.

3 BE DECISIVE & TAKE RESPONSIBILITY

Provide clear and concise guidance, training, and support, and make effective use of resources. Grant employees ownership over their work. Take responsibility when mistakes are made and treat them as an opportunity to learn. Formally and informally recognize high quality performance.



4 COMMUNICATE

Express yourself clearly and effectively. Be approachable and listen actively. Offer and solicit constructive feedback from others. Be cognizant of the morale and attitude of your team. Anticipate varying points of view by soliciting input.

5 LEARN & INNOVATE CONSTANTLY

Strive for personal and professional improvement. Display humility by acknowledging shortcomings and working continuously to improve your own skills and substantive knowledge. Foster an environment where fresh perspectives are encouraged and new ideas thrive. Promote a culture of creativity and exploration.

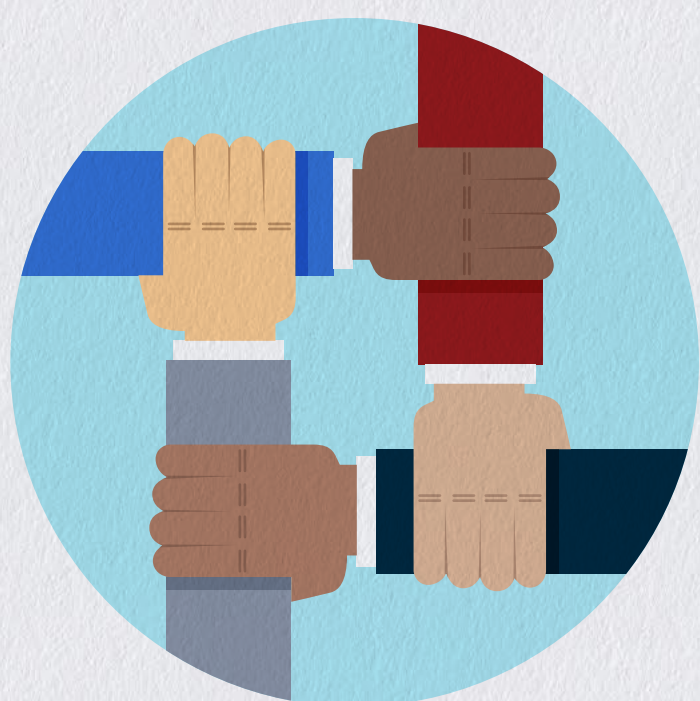


6 BE SELF-AWARE

Be open and sensitive to others, and value diversity. Be tuned in to the overall attitude and morale of the team and be proactive about understanding and soliciting varying points of view.

7 COLLABORATE

Establish constructive working relationships with all mission elements to further goals. Share best practices, quality procedures, and innovative ideas to eliminate redundancies and reduce costs. Create a sense of pride and mutual support through openness.



8 VALUE & DEVELOP PEOPLE

Empower others by encouraging personal and professional development through mentoring, coaching, and other opportunities. Commit to developing the next generation. Cultivate talent to maximize strengths and mitigate mission-critical weaknesses.

9 MANAGE CONFLICT

Encourage an atmosphere of open dialogue and trust. Embrace healthy competition and ideas. Anticipate, prevent, and discourage counter-productive confrontation. Follow courageously by dissenting respectfully when appropriate.



10 FOSTER RESILIENCE

Embrace new challenges and learn from them. Persist in the face of adversity. Take calculated risks, manage pressure, be flexible, and acknowledge failures. Show empathy, strength, and encouragement to others in difficult times.

