



LEGENDARY  
LEADERS

# Leadership Behaviours in Top Organizations

The Art of Effective Leadership

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**Effective leadership is a journey of continuous learning and self-improvement. By cultivating the essential behaviors outlined in this ebook, leaders can empower their teams, drive organizational success, and make a lasting impact.**

**Leadership is not about titles or positions; it's about inspiring, motivating, and guiding others towards a shared vision.**



# Introduction

## The power of leadership

Some say that leadership is a skill that people are just born with. Others say that it is something that can be learned and a talent that can be developed. While we would argue it is a bit of both, one thing cannot be denied; employees do not leave companies. They leave leaders.

Like a Formula 1 car sitting in the garage, your organization can have everything it needs to win any race, but without a driver in the seat with vision, talent, patience, and awareness of their surroundings, you will go nowhere fast.



## Of Powerful Leaders

With 25 years of research and experience, we have identified 6 characteristics that are essential to a top performing leader's success.

They are:

**1 Self-awareness**

**2 Humility**

**3 Integrity**

**4 Being "Human"**

**5 Courage**

**6 Growth Mindset.**

This e-book will explore these characteristics and will give you an in depth look at why they are so important, and what you can do to develop these characteristics to be a leader that has influence and creates opportunities for organizational success.



#1

# Self-awareness

# Unlocking Potential: The Power of Self- Aware Leadership

## Recognizing Leadership in Yourself

Self-awareness is the ability of the leader to recognize the need for constant self-analysis, and a demonstrated effort to do so to elevate themselves, their teams, and the organization as a whole.

Research suggests that people often have a skewed perception of their own behaviours and abilities. This is partly because self-perception is influenced by cognitive biases. These biases cloud our ability to see the world as it really is, and often show up in two dichotomous ways.

### **1 The Dunning-Kruger effect**

This is where people with lower ability at a task overestimate their ability

### **2 The Impostor Syndrome**

Where high-achieving individuals feel they don't deserve their success

For a description of how this happens in our brains, here is a behind-the-scenes look at training we recently did for our clients in the "Legendary Leaders" program: [click here](#)



# The Importance of Self-Awareness

## Taking Self-Awareness to the Forefront

Leaders who lack self-awareness do not understand how their behaviors and actions negatively impact those around them. So, while they may try to help their employees engage in their jobs and take ownership, they struggle to understand why barriers to success keep re-occurring and end up spending a significant amount of time “putting out fires” and feel frustrated with the lack of effort others appear to be putting into the process.

## How to Build Self Awareness

### 1 Feedback and Mentorship:

Encouraging open, honest feedback from peers, subordinates, and mentors is invaluable.

### 2 Reflective Exercises:

Leaders should plan to regularly engage in reflective practices, like journaling, meditation, or even just quiet thinking time to recognize patterns in their behavior, identify areas for improvement, and understand their impact on others.

### 3 Personality and Behavioral Assessments:

Utilizing personality assessments can provide insights into a leader's natural tendencies, communication style, and approach to problem-solving.





**#2**

# **Humility**

# Embrace Humility: Nurture Continuous Improvement

## Acknowledging One's Strengths and Valuing Others' Contributions.

Humility is the balanced recognition and acceptance of one's strengths and capabilities without tipping into arrogance, acknowledging that success often stems from collaborative efforts and the contributions of others. It involves a conscious awareness of the value in seeking external feedback and diverse perspectives, especially when making important decisions, reflecting an openness to continual learning and self-improvement.



### **Why This is Important:**

Leaders who lack humility tend to alienate and disengage employees quickly. Trust is non-existent and responsibilities are fulfilled out of fear rather than loyalty and ownership. Leaders who lack humility spend most of their time answering questions for others and feel like they are constantly having to do other people's jobs for them. They are often stuck in "this is the way we have always done it" mindsets and tend to be behind on trends. "Silent resignation" is rampant throughout their organization.

# Humility: How to Develop It

## How to Develop Greater Humility



### **1 Seek and Act on Feedback:**

Actively seek out feedback from a diverse range of sources, including peers, subordinates, and mentors. More importantly, be open to this feedback, reflect on it, and take concrete actions to address areas that need improvement.

### **2 Practice Reflective Leadership:**

Engage in regular self-reflection to understand personal strengths, limitations, and the impact of one's actions on others. Reflective practices like journaling, mindfulness, or even professional coaching can help leaders become more self-aware and recognize the importance of others in their success.

### **3 Promote Others and Share Success:**

Make a conscious effort to acknowledge and highlight the contributions of team members. Celebrate team successes instead of taking personal credit and provide opportunities for team members to shine.



**#3**

# **Integrity**

# The Integrity of a True Leader

## Aligning Actions with Beliefs

Integrity in leadership is the steadfast adherence to a set of personal ethical values and principles, even in the face of adversity and challenging situations. It involves a leader's consistent demonstration of honesty, fairness, and transparency, ensuring actions align with professed beliefs regardless of external pressures or trials.



## Why This is Important:

A leader who lacks integrity will create a ripple effect that undermines the very foundation of effective leadership, employee engagement, and organizational success. They will often find high levels of cynicism and negative talk throughout the organization, with employees who are afraid to take risks or innovate because they feel like their suggestions won't matter. There will be exceptionally high levels of turnover and often cliques will form amongst employees. There will also be significant lapses in judgement with employees and things that should have been caught will be allowed to flow through to the customers.

# Leadership Integrity

## What Your Can Do To Develop



## How to Develop Greater Integrity

### **1 Consistently Demonstrate Honesty and Transparency:**

A leader should be open and honest in their communications, even when the news is not positive. This means sharing information transparently, admitting mistakes, and avoiding the temptation to hide or distort facts.

### **2 Align Actions with Values and Promises:**

Leaders should ensure that their actions consistently align with the values they espouse and the commitments they make. This involves following through on promises, making decisions that reflect the organization's core values, and being accountable for one's actions.

### **3 Foster an Ethical Culture and Lead by Example:**

A leader with integrity not only practices ethical behavior personally but also promotes it within the organization. This can involve implementing clear ethical guidelines, encouraging open discussions about ethical dilemmas, and leading by example.

**#4**

# **Being Human**

# Being “Human”

## Human-Centered Leadership: Cultivating Empathy and Inclusion



A leader who knows how to “be human” compassionately connects with others, appreciating their unique experiences, emotions, and perspectives. It involves fostering an inclusive environment where diversity is celebrated (not just to check a box or to have a forward-facing DE&I statement), and individuality is respected. This leader strives to understand and support the holistic well-being of each person, recognizing the complexity and richness of the human experience.

### Why It is Important

Most employees spend less than 1/3rd of their lives at work. Leaders who do not recognize this or intentionally seek to understand the uniqueness of each employee outside of work will find that they have poor communication throughout their organization, stunted organizational growth, increased truancy, and difficulty in attracting quality talent. These leaders will tend to categorize employees into personality types or attributes rather than explore the subtle nuances of each person and may also damage relations with customers or fail to convert potential clients.

# Human Centered Leadership

## How to Harness It's Power

### How to Become More “Human”

#### **1 Embrace Compassion:**

Actively practice understanding and sharing the feelings of others. This involves listening to employees, acknowledging their challenges, showing genuine concern for their well-being, and a desire to help them in overcoming their personal challenges.

#### **2 Foster Open Communication:**

Encourage a culture of openness where feedback is welcomed and valued. This helps in understanding the needs and opinions of the team, creating a more inclusive and supportive environment.

#### **3 Pursue Personal Development:**

Engage in self-reflection and seek feedback on your leadership style. Learning about different aspects of human behavior, psychology, and emotional intelligence can greatly enhance your ability to connect with others on a human level.





**#5**

**Courage**

# Courageous Leadership

## Embracing Vulnerability for Impact

Courage is the audacity to take calculated risks and the boldness to face adversity with resilience. It involves embracing the vulnerability required to make mistakes and openly acknowledge them, fostering a culture of transparency and continuous learning. Courage not only demonstrates accountability for your responsibilities as a leader but inspires others to trust you and deepens loyalty and ownership.



## Why It is Important

When a leader does not display courage, it reduces the leader's ability to seize opportunities and innovate, which are crucial for staying competitive and profitable. Employees will feel less connected to the values and mission of the organization and will often lack initiative and be tentative about making decisions. They will feel less valued and will look for other opportunities with companies who are willing to drive organizational growth forward.

# The Courage to Be Human

## A Leader's Path to Impact

### How to Develop Courage

#### **1 Embrace Vulnerability:**

Courage in leadership often starts with the willingness to be vulnerable. Leaders can practice this by openly sharing their challenges, uncertainties, and failures with their team. Engaging in activities that push personal boundaries, such as public speaking or leading challenging projects, can also build this aspect of courage.

#### **2 Seek Diverse Perspectives and Feedback:**

Regularly soliciting feedback from a variety of sources, including peers, mentors, and team members, can help leaders identify blind spots and areas for growth. Leaders can also benefit from studying diverse leadership styles and philosophies to broaden their understanding of courageous leadership.

#### **3 Practice Decisive Action in the Face of Risk:**

Courage is like a muscle that strengthens with use. Leaders can develop it by making a conscious effort to confront challenging situations instead of avoiding them. This involves making tough decisions, taking calculated risks, and learning from the outcomes, whether they are successful or not. Setting small, incremental goals that involve some level of risk can help build this skill gradually, leading to greater confidence in facing larger challenges.



**#6**

# **Growth Mindset.**

# Growth Mindset Leadership

## Nurturing Potential and Embracing

A growth mindset for leaders encapsulates a proactive approach to nurturing each employee's potential, emphasizing the creation of targeted opportunities for individuals to identify and pursue their goals. This mindset also extends to the broader vision of the company, where leaders continually seek and embrace new business opportunities, fostering an environment of innovation and forward-thinking to secure the company's future



## Why It is Important

Leaders lacking a growth mindset may face stagnation in business innovation and growth, as they miss out on new opportunities that arise from a forward-thinking approach. Employee engagement may suffer, as a lack of empowerment and personal development opportunities can lead to decreased motivation and job satisfaction. This mindset can also hinder the leader's ability to effectively delegate, as it often correlates with a reluctance to trust employees with significant responsibilities. Consequently, this can impact the leader's ability to foster loyalty and a sense of ownership among employees, potentially leading to a disengaged workforce and high turnover rates.

# Embracing a Growth Mindset

## Elevating Talent and Transforming Organizations

### How To Develop a Growth Mindset

#### **1 Encourage Continuous Learning:**

Leaders can foster a growth mindset by promoting continuous learning and development within their teams. This can be achieved by providing access to training programs, workshops, and educational resources, and by encouraging employees to seek new challenges and experiences that broaden their skills and knowledge.

#### **2 Embrace and Learn from Failures:**

Cultivating an environment where failures are viewed as opportunities for learning and growth is crucial. Leaders should emphasize the importance of taking risks, experimenting, and understanding that setbacks are a natural part of the learning process, not indicators of incompetence or failure.

#### **3 Set and Support Personal Development Goals:**

Leaders can facilitate a growth mindset by helping employees set personal and professional development goals. This involves not only assisting them in defining these goals but also providing the necessary support, resources, and feedback to help them achieve these objectives.





# **Beyond Autopilot: The Path to Compassionate Leadership**

**Being a compassionate leader is not a destination. It is a direction whose practices must be focused on on a daily basis. Leaders who constantly look at how they can become better and what they can do differently to support the employees that they serve tend to find greater success, happiness, and freedom than those who go by gut or choose to blindly keep doing what they have always done.**

**Redefine leadership and confidently become the leader you have wanted to be and who your employees deserve to have.**

# "Leaders must first learn to lead themselves before they can effectively lead others."

— *Stephen Covey*



True leadership is not about wielding power or seeking recognition. It is about empowering others to achieve great things. It is about creating a sense of shared purpose and fostering a culture of collaboration and innovation. It is about inspiring others to believe in themselves and in the collective power of their team.

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# Let's Redefine Leadership



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