



Nortel Networks

Leadership Attributes

Our technologies operate at light speed. Markets change almost overnight. Nortel Networks is evolving rapidly to stay out front. In this environment, we have to accelerate the pace of learning and development for leaders. This Learning Plan is to assist you in articulating behaviors, activities and resources that can be used as developmental tools in leadership.

Vision

Leaders have vision that adds value to customers' business.

Leadership Attribute Activities

- **Continuously seeks and pursues process improvement opportunities.**
 - **Schedule a retreat** for your team away from the office to address strategic issues. Use the retreat to develop and get agreement about a practical plan of action.
- **Anticipates customer needs and often exceeds their expectations.**
- **Define and implement activities** for today as the foundation for achieving long-term strategies.
- **Ensure that all direct reports have development plans.** Discuss twice a year with employee to realign as priorities change.
 - Link employees to proper training, tools or assignments to maximize efficiency and build skillsets.
 - Develop and use processes to align behaviors with Nortel's vision, mission and values.
 - Proactively share performance feedback and communicate merit increases.
- **Create and implement a communication plan.**
 - Ensure employees know of plans as they change and prior to impact.
 - Share information openly with team and explain the reasons for change.
 - Diffuse conflict and fear when change happens by getting concerns out in the open.
 - Communicate decisions clearly and concisely.
- **Collaborate with employees to build support and identify potential issues.**
 - Involve the team in creating their own vision of success while remaining in line with the overall Nortel vision.
 - Aligns own efforts with the goals of organization.
 - Create a forum within which ideas are solicited from employees regarding how Nortel can best realize its objectives and priorities.
- **Manage resources and time well to implement strategic change initiatives.**
 - Set up and disband teams to optimize resources.
- **Identify and work with a Mentor** that is strong in strategic planning.
- **Collaborate with colleagues** who are experienced in strategic planning and apply past learnings.
- **Make a point of regularly visiting Nortel locations.** Listen to the employees there to get a feel for the operation. Take every opportunity you can to reinforce your vision for the future and try to help individuals understand how they can help to achieve it.

Vision

Leadership Attribute Behaviors

- **Develop strategies to adapt behavior** in line with the company mission.
- **Take a strategic business perspective.**
- **Establish and use real and linked global product strategies, budgets and marketing strategies.**
- **Develop a vision and strategic direction for the organization** based on a long-term perspective of the function, company and external environment.
- **Gain commitment from others** to achieve the organizational vision.
- **Take a leadership role** in influencing the values and attitudes that define the organizational culture.
- **Act with integrity and good judgment when making decisions.**
 - Make decisions in webtime.
 - Make tough decision and challenge broad issues in the face of adversity.
 - Do not seek quick fix solutions to complex problems.
 - Consider pros, cons, risk and impacts of each alternative objectively.
 - Consider both short and long-term impact of options and takes into account risks to the organization while drawing conclusions.

Continuous Learning -

American Management Association courses -

Strategic Planning

Establishing International Strategic Alliance and Joint Ventures

Managing International/Domestic Strategic Alliances and Joint Ventures: An Implementation Workshop

Tools and Techniques for Thinking and Managing Strategically

Strategy Implementation

Performance Measures: How to Determine and Measure What Really Counts

How to Use the Balanced Scorecard to Implement a Strategic Plan

Moving from an Operational Manager to a Strategic Leader

Center for Creative Leadership - 910-545-2810

Effecting Change

Vision

Books -

- 📖 How to Create a Profitable Business Strategy for the Internet and Beyond by Patricia B. Seybold
- 📖 Business and Society: Corporate Strategy, Public Policy, Ethics by James E. Post
- 📖 The Book of Leadership and Strategy: Lessons of the Chinese Master
- 📖 The Breakthrough Strategy: Using Short-Term Successes to Build the High Performance Organization by Robert H. Schaffer
- 📖 Commitment: The Dynamic of Strategy by Pankaj Ghemawat
- 📖 Competitive Strategy: Planning Your Organization's Success by Sarah M. Layton
- 📖 Leadership When the Heat's On by Robert W. Barner
- 📖 The Confident Decision Maker by Roger Dawson
- 📖 Knowledge for Action: A Guide to Overcoming Barriers to Organizational Change by Chris Argyris
- 📖 Managing for the Future by Peter Drucker
- 📖 Managing the Unknowable by Ralph Stacey
- 📖 The Northbound Train: Finding the Purpose, Setting The Direction, Shaping the Destiny of Your Organization by Karl Albrecht
- 📖 Competing for the Future by Gary Hamel and C.K. Prahalad
- 📖 Vision: How Leaders Develop It, Share It, and Sustain It by Joseph Quigley

Performance Dimensions -

Building Trust

Relationship Building

Visioning

Business Acumen

Organizational Awareness

Customer Focus

Leaders are passionate about customers, responsive, and express winning in customer terms.

Leadership Attribute Activities

- **Implement Customer Satisfaction feedback mediums**. Analyze information to ensure organization uses customer feedback to improve its ability to satisfy customer's needs.
- **Utilize Nortel's Recognition Programs** to recognize those who provide customers with outstanding service.
- **Coach** team about the business and what drives our competitive advantage.
- Serve as a **mentor**. Share expertise and learnings with others.
- **Establish business performance measures** (financial results, customer satisfaction results, employee satisfaction results, process metrics and external benchmarks) for organization. Monitor and streamline processes and procedures as business priorities change.
- **Work to increase your knowledge of the terms/words that are unique to your customers' industries**. Do this through reading industry periodicals, seeking information from clients, etc.

Leadership Attribute Behaviors

- **Focus people on efforts that are directly related to satisfying the customer** including: quality/reliability, time to market, service and price/cost/value.
- **Act to add value to the customer**. Act to make things better for the customer in some way. Works with a long-term perspective in addressing customers' issues.
- **Anticipate customer needs; exceeds their expectations**
- **Meet commitments; be accountable**
 - Consistently demonstrate a commitment to achieving customer satisfaction. Ensure follow-through on customer inquiries and requests.
 - Is willing to sacrifice short-term financial wins for long-term relationships with customers.
 - Act as an advocate for his/her customers by influencing Nortel on their behalf.
 - Contribute in-depth insights about target markets and/or competitors which are not public knowledge.
- **Demonstrate responsiveness. Make timely, informed decisions.**

Customer Focus

Continuous Learning -

Nortel Networks courses -

Achieving Customer Value
Building Loyal Customer Relationships
Customer Value Awareness

American Management Association courses -

Managing Superior Customer Service
Customer Satisfaction Measurement
Maximizing Customer Contact Skills

Vanderbilt University, Owen Graduate School of Management, Executive
Measuring Customer Satisfaction 615-322-2513

Books -

- 📖 Managing Customer Value: Creating quality and service that customers can see
by Bradley T. Gale
- 📖 Creating Customer Value by Earl Naumann
- 📖 Customer Satisfaction Measurement and Management by Earl Naumann
- 📖 Customers as Partners by Chip R. Bell
- 📖 Customers for Life by Carl Sewell
- 📖 The Customer Comes Second and other secrets of exceptional service by Hal F. Rosenbluth
- 📖 Crossing the Minefield by Robert W. Barner
- 📖 Managing Knock Your Socks Off Service by Chip Bell and Ron Zemke
- 📖 The Customer Drive Company by Richard Whiteley

Performance Dimensions -

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|-------------------------|-----------------|
| ☺ Customer Orientation | Building Trust |
| ☺ Relationship Building | Business Acumen |
| ☺ Judgment | Influence |

Decision-Making and Prioritizing

Leaders make timely, informed decisions; continually set and adjust priorities and move resources from lower to higher priority activities.

Leadership Attribute Activities

- **Manage the Environment**
 - Create a positive work environment.
 - Stimulate a high level of morale.
 - Maintain a healthy, safe and productive workplace.
 - Reject unethical shortcuts even when they may appear advantageous.
- **Act with integrity and good judgment when making decisions.**
 - Make a decision in webtime.
 - Make tough decision and challenge broad issues in the face of adversity.
 - Do not seek quick fix solutions to complex problems.
 - Consider pros, cons, risk and impacts of each alternative objectively.
 - Consider both short and long-term impact of options and takes into account risks to the organization while drawing conclusions.
 - Make tough decisions and challenge broad issues in the face of adversity.
- **Manage Differences and Diversity**
 - Create an environment where respect is demonstrated at all levels.
 - Manage according to equal employment opportunity guidelines.
 - Leverage people's unique skills and contributions.
- **Hire the right people for the job.**
- **Balance the workload, promote people according to merit, provide needed skills training and encourage career development.**
- **Manage resources and time well to implement strategic change initiatives.**
 - Set up and disband teams to optimize resources.
 - Ensure team gets appropriate training, tools or education to operate under new conditions.
- **Change plans as needed and communicate change to those impacted.**
- **Diffuse conflict and fear when change happens** by getting concerns out in the open, sharing information openly and explaining the reasons for change.
- **Leadership Style and Influence**
 - Set an example of personal performance that encourages excellence.
 - Act with integrity and honesty; talk straight.

Decision-Making and Prioritizing

- **Listening**
 - Is willing to listen to the concerns of others.
 - Listen carefully to others in group meetings or discussions.
 - Avoid interrupting people when they are talking.
 - Ask questions to avoid misunderstanding.
- **Communications - Keep People Informed**
 - Communicate information accurately even when the information is bad news.
 - Remain visible during times of crisis.
 - Inform those who will be affected by plans and activities.
 - Keep department informed of upcoming changes that could impact work.
 - Keeps people up to date with information.
 - Communicate clearly.
 - Avoid misunderstandings.
 - Write clearly, concise e-mails, memos and letters.
 - Prepare and delivery clear, effective presentations.

Leadership Attribute Behaviors

- **Demonstrate consistent commitment to company values with confidence in adverse circumstances.**
- **Model ethical behavior.**
 - Treat individuals fairly.
 - Show awareness of the personal needs and motivations of others.
 - Address problems between employees in a direct, truthful manner.
 - Treat others with respect.
- **Demonstrate willingness to make tough decisions or give bad news.**
- **Be a role model for others through moral and ethical integrity.**
 - Influence others to behave ethically.
 - Make difficult ethical, business decisions.
- **Build successful relationships internally and externally.** Develop effective give and take relationships.
- **Relate to people in an open, friendly manner.**

Decision-Making and Prioritizing

Continuous Learning -

Nortel Networks courses -

Situational Leadership
Problem-Solving and Decision Making
Conflict Resolution
Dealing Effectively with Change
Valuing and Managing Diversity

Center for Creative Leadership -

LeaderLab - 910-545-2810

American Management Association -

Assertiveness Training for Managers - 800-262-9699

Yale University, School of Management, Executive Programs -

Leadership and Decision Making in Organizations 203-432-6038

Books -

- 📖 Effective Group Problem Solving by William Fox
- 📖 Learn to Listen - How to tune in before someone tunes you out by Jim Dugger
- 📖 Don't Fire Them, Fire Them Up by Frank Pracetta
- 📖 Successful Managers Handbook
- 📖 Hire the Best and Avoid the Rest by Michael Mercer
- 📖 Leading Change by John Kotter
- 📖 Credibility: How Leaders Gain and Lose It by James Kouzes
- 📖 The Confident Decision Maker by Roger Dawson
- 📖 Leadership When the Heat's On by Robert W. Barner
- 📖 Bringing Out The Best In People by Aubrey C. Daniels
- 📖 A Rock and A Hard Place: How to Make Ethical Business Decisions When the Choices are Tough by Kent Hodgson

Performance Dimension -

- | | |
|-------------------------|------------------------|
| ☺ Judgment | Influence |
| ☺ Building Trust | Team Leadership |
| ☺ Self-Confidence | Listening & Responding |
| ☺ Relationship Building | Personal Drive |
| ☺ Working with Others | Decisiveness |

Inspire Others to Lead

Leaders foster the development of other leaders and empower others to make decisions.

Leadership Attribute Activities

- **Keep the team up-to-date** with information or decisions that may impact them (e.g., status of other teams, customers' feedback, business developments and staff changes).
- **Delegate** leadership responsibility at the appropriate time so that team members develop their skills and experience.
- **Balance competing demands** between employees, customers, higher management and the market place.
- **Build people's confidence** in themselves to exercise initiative and make their own decisions.
- **Give training and guidance** to subordinates when needed.
- **Accurately analyze and determine staffing needs.**
- **Show interest** in subordinates' careers by encouraging their development.
- **Give feedback** which help subordinates improve performance and in a timely manner.
- **Delegate** the appropriate amount of work and responsibility to develop others.
- **Monitor** progress on assignments and goals.
- **Clearly explain the desired results** when assigning tasks.
- **Provide needed skills training and encourage career development.**
- **Arrange and develop** on-the-job experiences, appropriate assignments, formal training or other experiences to foster an individual's learning and development (this extends beyond meeting minimum corporate training requirements.)
- For new employees or those struggling with self-confidence issues, **make a point of assigning them tasks that will boost their confidence.**
- **Seek opportunities** for your staff that will stretch their competencies.

Inspire Others to Lead

- **Identify long-term career goals of your employees.** Meet with each employee to discuss career goals and their long-term interests and aspirations. Make reference to these goals during your employees' year-end performance reviews.

Leadership Attribute Behaviors

- **Foster a learning environment.**
- **Encourage others** to resolve problems on their own without prescribing a solution.
- **Ensure the team understands** how unit objectives relate to business objectives.
- **Obtain resources** so that the team has the knowledge, skills and experience required to deliver results.
- **Bring people into the team** to complement and balance own skills and weaknesses.
- **Take action** to build a high level of commitment to work group goals and objectives.
- **Give others a good explanation when asking them to change.**
- **Lead by example**, personally exemplify the behaviors expected within the team.
- **Treat team members as individuals** based on knowledge of their strengths and development needs.
- **Encourage and reward others** who create solutions that will yield long-term benefit.
- **Recognize that different individuals are motivated by different things.**
- **Create an environment where others work their hardest.**
- **Balance the workload.**
- **Promote people according to merit.**
- **Provide others the opportunity to make and learn from mistakes** in a non-critical setting.
- **Regularly review the progress of each of your employees** and determine whether any adjustments are necessary or appropriate. Encourage them to stay focused on their development goals and to work continuously toward accomplishing them.
- **Is sought out by others for technical/job knowledge.**
- **Know your job well.**
- **Be aware of changes in the industry.**
- **Be knowledgeable** of Nortel Networks' market and business.

Continuous Learning -

Nortel Networks courses -

Managing the Self

Managing the Individual

Situational Leadership

Making

Workpower: Career Coaching

Valuing and Managing Diversity

Conflict Resolution

Problem-Solving and Decision-

Dealing Effectively with Change

Inspire Others to Lead

American Management Association courses - 800-262-9699

Leadership and Team Development for Managerial Success

Motivating others: Bring Out The Best In Your People

Leadership Development: How to Cultivate In-House Talent

Center for Creative Leadership - 910-545-2810

Leadership and Teamwork

Working with Others

Foundations of Leadership

Books -

- 📖 Developing High-Performance People: The Art of Coaching by Oscar Mink, Owen Keith, Barbara Mink
- 📖 Coaching, Mentoring and Managing by Hendricks
- 📖 Enlightened Leadership by Ed Oakley
- 📖 Improving Workplace Performance Through Coaching by Karen Lawson, P.H.D.
- 📖 Leaders - Strategies for Taking Charge by Warren Bennis
- 📖 Leading Change by John Kotter
- 📖 Successful Managers Handbook
- 📖 Credibility: How Leaders Gain and Lose It by James Kouzes
- 📖 Don't Fire Them, Fire Them Up: A Maverick's Guide to Motivating Yourself and Your Team by Frank Pacetta
- 📖 The Skilled Facilitator by Roger Schwarz
- 📖 Bringing Out The Best In People by Aubrey C. Daniels
- 📖 The ABC's of Successful Leadership by Raymond Wenderlich
- 📖 Mentoring: Helping employees reach their full potential by G.F. Shea

Performance Dimensions -

- | | |
|-------------------------|-------------------|
| ☺ Developing Others | Change Management |
| ☺ Team Leadership | Building Trust |
| ☺ Relationship Building | |

Utilize the Nortel Networks websites on: Coaching @ <http://47.9.156.53/coaching/>.

In Europe: <http://eurolearn.europe.nortel.com/careers/t&d/ADOG/html/coaching.html>

Learn how to coach someone on career planning

Collaboration

Leaders collaborate, have high energy, act with speed, get results, and learn from this.

Leadership Attribute Activities

- **Act to position Nortel** 1-3 years in the future by anticipating trends affecting key markets and customers.
- **Stay focused** on the goal despite frustration and opposition.
- **Contribute to the accomplishment of the team's plan** by completing individual accountabilities in an exemplary manner.
- **Set measurable standards of excellence** for self and others in the work group.
- **Align own and team's objectives** with those of other relevant groups in order to implement a stronger, broader strategy.
- **Constructively challenge decisions, strategies or the way things are done in the interest of improvement.**
- **Express independent views** in the face of opposition on issues he/she considers to be critical.
- **Involve colleagues and team members in activities that affect them** (e.g., problem solving, planning, goal setting, decision making).
- **Facilitate beneficial resolution to conflict within the group/team.**
- **Integrate** past, present and future considerations into analysis and proposed solutions.
- **Coach employees, actively evaluate performance, provide constructive and timely feedback.**
- **Champion rewards and recognition.**

Leadership Attribute Behaviors

- **Act quickly** when you see an opportunity.
- **Take action** to address problems or create opportunities not obvious to others.
- **Define and implement activities** for today as the foundation for achieving long-term strategies.
- **Place significant organizational resources and personal reputation behind a new initiative** where there is potential for high risk and high reward.

Collaboration

- **Stay courteous and constructive** when criticized or provoked.
- **Give credit to others** who have contributed or performed well.
- **Where conflict is caused by a performance problem, considers all relevant information and takes appropriate training, development or disciplinary action.**
- **Set clear expectations, goals and objectives.**
- **Obtain required results.**
- **Resolve non-straightforward issues** that deviate from standard practices.
- **Make commitments to projects.**
- **Effectively uses available resources** (people, skills, materials, equipment, etc.)
- **Be dependable - get the job done on time.**
- **Get a lot accomplished.**
- **Produce high quality work.**
- **Value others' input and expertise.** Solicit their input, ideas and expertise using their contributions to make decisions/plans and applies these learnings later.
- **Encourage and empower others.**

Continuous Learning -

Nortel Networks courses -

Seven Habits of Highly Effective People
Facilitation: Team Process Skills
Collaborative Meetings
Dealing Effectively with Change
Problem-Solving and Decision-Making

American Management Association courses -

Time Management
Building Better Work Relationships - New Techniques for Results-Oriented Communication
Proactive Thinking: Essential Skills for Today's Leaders

Books -

- 📖 Seven Habits of Highly Effective People by Steven Covey
- 📖 Responsible Managers Get Results by Gerald Faust, Will Phillips, Richard Lyles
- 📖 Cybermeeting by James Creighton
- 📖 Managing Beyond the Ordinary by Charles Kepner
- 📖 Getting to Yes, Negotiating Agreement Without Giving In by Roger Fisher
- 📖 Personal Magnetism: Discover Your Own Charisma & Learn to Charm, Inspire & Influence by Andrew DuBrin
- 📖 Successful Negotiating, Letting the Other Person Have Your Way by Ginny Pearson
- 📖 Managing with Power by Jeffrey Pfeffer
- 📖 Crossing the Minefield by Robert Barner

Collaboration

Performance Dimensions -

- ☺ Applied Creativity
- ☺ Team Leadership
- ☺ Building Trust
- ☺ Relationship Building
- ☺ Decisiveness
- ☺ Working with Others

- Influence
- Judgment
- Initiative
- Personal Drive
- Self-Confidence
- Listening and Responding

Models Leadership Behavior

Leaders act with integrity and expect integrity, trusting others and treating everyone with respect.

Leadership Attribute Activities

- **Become a mentor to one or more individuals.** Discuss issues of ethics and professional values with them regularly and take a role in influencing their development and fostering ethical behavior.
- **When mistakes are made, seek systematic solutions rather than place blame.** Conversely, hold yourself to a higher standard.
- **Serve as a positive example.** Model your ethical beliefs through your behavior.
- **Communicate a shared vision.**
- **Create an atmosphere** in which timely and high quality information flows successfully.
- **Create opportunities** for others to obtain and practice new behaviors, knowledge and skills.
 - **Identify potential leaders of the future and ensure they get challenging assignments and visibility.**
- **Encourage risk taking** as well as Career Self-Reliance.
- **Protect confidential information.** Respect the fact that others gave you information in confidence. Don't promise confidentiality if you are not certain that you can keep the information private.
- **Communications - Keep People Informed**
 - Inform those who will be affected by plans and activities.
 - Keep department informed of upcoming changes that could impact work.
 - Keep people up-to-date with information.
 - Communicate clearly.
 - Avoid misunderstandings.
 - Write clear, concise e-mails, memos and letters; clearly explain the desired results when assigning tasks.
 - Prepare and delivery clear, effective presentations.
 - Accept feedback positively - be accepting, remain calm, don't make excuses.
 - If you receive feedback that you are seen as untrustworthy or unethical, ask for clarification. Instead of becoming defensive, work to understand the other person's point of view.

Models Leadership Behavior

- **Listening**
 - Is willing to listen to the concerns of others.
 - Listen carefully to others in group meetings or discussions.
 - Avoid interrupting people when they are talking.
 - Ask questions to avoid misunderstanding.
 - Acknowledge the feelings, opinions and needs of others.
 - Listen and respond in a way that encourages disclosure of underlying concerns.
- **Leadership Style and Influence**
 - Set an example of personal performance that encourages excellence.
 - Act with integrity and honesty; talk straight.
 - Conveys enthusiasm about meeting department objectives and deadlines.
 - When in a group, commands the attention and respect of others.
 - Is able to convert decisions into group actions.
 - Hold lower level managers accountable for developing their people.
- **Developing Others**
 - Provide coaching and reinforcement to support development needs of others.
 - Reassure and encourage others after a setback in development.
 - Build people's confidence as they gain new skills, knowledge and abilities by providing feedback and encouragement.
 - Create and implement employee development initiatives to build a work force with skills needed for the future.

Leadership Attribute Behaviors

- **Take a leadership role** in influencing the values and attitudes that define the organizational culture.
- **Behave in a way that is consistent with what you say** - "Walk the Talk". Show consistency between words and actions.
- **Treat others with respect.**
- **Be a team player and help others succeed.**
- **Meet commitments; be accountable.** Make promises only if you plan to keep them.
- **Face up to difficult situations rather than avoiding them.**
- **Gain commitment of others** and understanding to courses of action.
- **Be accessible and positive** during times of crisis or high change.
- **Value diversity in people** and use it to team and business advantage.
- **Follow Nortel Networks' standards, policies, procedures and ethical guidelines.**
 - Challenge any proposals with obvious ethical or consistency considerations.
- **Participate** in team problem solving.
- **Seek systemic solutions to problems rather than assigning blame to individuals.**
- **Provide coaching and reinforcement to support development needs of others.**

Models Leadership Behavior

- Reassure and encourage others after a setback in development.
- Build people's confidence as they gain new skills, knowledge and abilities by providing feedback and encouragement.
- Develop others by delegating appropriate and challenging work to them.
- Create and implement employee development initiatives to build a work force with skills needed for the future.
- Make timely, informed decisions.
- Continually set and adjust priorities and move resources from lower to high priority activities.
- Adapts management style to fit the situation.
 - Recognize the level of direction that different team members need.
 - Provide support and direction suitable to the needs of the team member.
 - Delegate to team members best suited to the complexity of the task.

Continuous Learning -

Nortel Courses -

Situational Leadership
Valuing and Managing Diversity
Problem-Solving and Decision-Making
Workpower: Career Coaching

American Management Association courses -

Leadership and Team Development for Managerial Success
Proactive Thinking: Essential Skills for Today's Leaders

Vanderbilt University - Owen Graduate School of Management -

Persuasion and Influencing Skills - 615-322-2513

Center for Creative Leadership - 910-545-2810

Leadership at the Peak
The Looking Glass Experience: Leadership in Action

Books -

- 📖 Leading Change by John P. Kotter
- 📖 Successful Managers Handbook
- 📖 Personal Magnetism: Discover Your Own Charisma & Learn to Charm, Inspire & Influence by Andrew DuBrin
- 📖 Credibility: How Leaders Gain and Lose It by James Kouzes
- 📖 People Smarts by Tony Alessandra and Michael J. O'Conner
- 📖 Bringing Out The Best In People by Aubrey C. Daniels
- 📖 A Rock and A Hard Place: How to Make Ethical Business Decisions When the Choices are Tough by Kent Hodgson
- 📖 Beyond the Trust Gap by Thomas R. Horton and Peter C. Reid

Models Leadership Behavior

Performance Dimensions -

- ☺ Judgment
- ☺ Relationship Building
- ☺ Developing Others
- ☺ Listening and Responding

Influence
Building Trust
Decisiveness
Self-Confidence

Everyday Leader Reality Check

- ◆ **Focus on customers.** Do you have a vision of how to add value to their bottom line?
- ◆ **Measure yourself against your customers' success.**
- ◆ **Pull down hierarchical processes wherever possible.** Layers of decision-making and approvals slow us down. Seek more direct processes, and expect the leaders in your function and team members to act in the same way.
- ◆ **Never sit on a decision.** Get the information you need, re-prioritize continually, and act fast.
- ◆ **Always collaborate.**
- ◆ **Be honest and respectful.** Integrity is essential and builds integrity in others. Integrity is telling myself the truth. Honesty is telling the truth to others.

LEAD at Every Level

How many of these apply to you?

- ◆ Visionary about customers' business needs
- ◆ Passionate about customers
- ◆ Act quickly
- ◆ Informed
- ◆ Flexible, Adjusting Priorities
- ◆ Empower others to make decisions
- ◆ Collaborative
- ◆ Energetic
- ◆ Mentor Others
- ◆ Self-assessing
- ◆ Ethical
- ◆ Honest
- ◆ Respect others

Preparing for Leadership -

American Management Association 800-262-9699

Preparing for Leadership: What it Takes to Take the Lead

Course is designed to help leaders-to-be get ready for their new challenges and responsibilities. You'll explore leadership roles as strategist, change agent, coach, manager, communicator, mentor and team member. You'll learn how to develop your unique leadership style for maximum impact.

Nortel Networks - C135, Is Management for Me?

If you are considering a move into a people management position and wonder what a manager does, you will benefit from this program. Using a self-assessment tool, you will gain an understanding of your competencies and the tasks you enjoy most and least, as compared to the tasks of a first-level manager at Nortel. The assessment tool, along with group discussion led by an experienced manager will further help you to identify areas of development required to successfully transition into a people management role.

Nortel Networks - C165, Career Power

What you will learn -- 1) To identify your competencies, skills and interests, 2) To assess these against your current job responsibilities, 3) To identify your most important values and assess them against opportunities to realize them within your current job, 4) To assess actions you can make to manage your own development, 5) To select a career goal and to create an action plan to achieve it

Once you are sure that Management is your goal:

Management Leadership Forum I, G102, is suggested for every Nortel Networks employee who is anticipating promotion to a people management position.