

HALLMARKS OF EXCELLENCE®  
— in —  
Leadership



*Revealing the leadership attributes and qualities  
essential for creating a platform for growth*

# HALLMARKS OF EXCELLENCE® IN LEADERSHIP

*Hallmarks of Excellence® in Leadership* delivers an unprecedented breakthrough in assessment methods to reveal the most comprehensive measurement of leadership potential available on the market today. Drawing from extensive research and analysis, the Hallmarks® analyzes a leader's pattern of competencies, personal qualities, critical thinking skills, and emotional intelligence and contrasts those results to performance attributes (the "DNA") of proven high-performance leaders. The results focus on an individual's strengths and limitations related to leadership qualities essential to shape and to nurture an effective and enduring culture that produces results.



## STRATEGIC USES

*Hallmarks of Excellence® in Leadership* is a powerful tool designed to help leaders and teams of leaders maximize their ability to drive results by capitalizing on their strengths and confronting areas needing further growth so they can achieve levels of higher performance. Integrated leadership and team role data help organizations build leadership teams with complementary talents, characteristics and strengths. This comprehensive, unique assessment tool blends four separate scientifically validated assessment instruments into one single package for an unprecedented objective leadership appraisal. Using the targeted development guide written in a "narrative with a purpose" format, the Hallmarks® is equally beneficial in initiating leadership excellence for individual leaders as well as high-performance leadership teams, and it accelerates team cohesiveness by creating a common language that influences a leadership culture. The Hallmarks of Excellence system includes an in-depth assessment portfolio and Personal Results Workbook that, when bundled with executive coaching and customized leadership training, provides challenging personal development and continuous learning focused on achieving extraordinary results.



# WHAT THE HALLMARKS OF EXCELLENCE® MEASURES

The Hallmarks® leadership development team at **CHORUS®**, through a multi-year development process, has identified nine leadership competencies that precisely describe qualities of highly effective business leaders. These competencies, which form the Hallmarks of Excellence leadership model, were derived from a strong research base that included analysis of data from instruments that measure competency-based leadership skills, personal traits, critical thinking skills, and emotional intelligence factors. These leadership competencies, common to all extraordinary leaders, fall into three leadership fundamentals: *Mastering Your Core*, *Forging the Path* and *Ensuring Execution*.



**:: MASTERING YOUR CORE** Superior leadership can only be built on a solid foundation. Unwavering personal values and integrity, emotional maturity and a commitment to continuous learning and personal growth are non-negotiable prerequisites.

**:: FORGING THE PATH** Great leaders do not make people follow them. They inspire people to accomplish great things by clearly seeing where the organization needs to go and communicating a plan for getting there while providing a vision of “what could be” that is irresistibly compelling.

**:: ENSURING EXECUTION** The toughest yet most important job of a leader is to simply “get it done;” not “delegating and demanding accountability” nor “just doing it yourself,” but continuous engagement to ensure that the path is being followed to achieve results.

Based upon the assessment findings, each leader is presented with a Personal Results Workbook. This detailed report begins with an executive summary, correlating the leader’s data with comparative data from high-performing leaders. The executive summary also provides valuable team role modeling information and targeted action steps. The accompanying more highly detailed full Hallmarks report incorporates individualized performance improvement recommendations that challenges new, as well as the most seasoned leaders.



# HALLMARKS OF EXCELLENCE® IN LEADERSHIP

The Hallmarks® development team strives to bring a transformational perspective by identifying and reinforcing principles and practices of world-class leadership. The vision of exceptional leadership is to shape, nurture and exemplify a culture that motivates greatness and maximizes the potential within the business, the customers and its employees. The following Hallmarks represent competencies and qualities essential for leading at a level of excellence:

## THE ESSENTIAL HALLMARKS

**VALUES / INTEGRITY:** Builds trust among all corporate stakeholders. Speaks and lives truth with honesty, courage and grace. Leads by a consistent set of values which influences the actions and decisions of others.

**EMOTIONAL MATURITY:** Understands and manages emotionally charged situations by understanding personal emotions and demonstrating respect for the feelings and attitudes of others. Able to discern and transition effectively in cross-situational and cross-cultural environments.

**CONTINUOUS LEARNING:** Assumes responsibility for identifying learning needs to keep up with the fast-paced marketplace. Displays commitment to continuous personal and professional development. Shows ability to discern best practices and readily shares knowledge and skills with others.

**DISCERNMENT/ DECISIVENESS:** Commits to personal growth and disciplined work habits. Personally astute and aware of strengths and limitations. Exhibits a strong sense of values and leadership style as a model for team members.

**STRATEGIC MINDSET:** Conceptualizes ideas and strategies like a business owner/partner versus an employee. Grasps a global-life view. Understands the times and issues and is equipped to develop and deploy strategic action.

**EFFECTIVE COMMUNICATION:** Listens effectively, articulates ideas and influences people through clear, coherent written and oral communication to lead others to higher levels of achievement.

**EXTRAORDINARY RESULTS:** Possesses a personal culture with the ability to align and mobilize the organization's processes, resources and people to achieve measureable, bottom-line results.

**ENERGETIC TEAM BUILDING:** Creates and models an empowering leadership coaching environment. Strengthens the organization's ability to realize business success by promoting diversity (culture, race, gender) to maximize business success and effectiveness through high performance teams. Selects talented people.

**CUSTOMER / QUALITY ORIENTATION:** Listens to customers and is dedicated to achieving superior service and personal excellence to the benefit of internal and external customers.

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