

CITY LEADERSHIP PRACTICES

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In the City of New Braunfels, every employee is a leader. The following table lists and describes the behaviors, traits and attributes expected of each City team member. As designated by the single asterisk (*) some of the behaviors, traits and attributes may not apply to every role or may be required at different levels of proficiency depending on one’s role.

Behaviors, Traits and Attributes	Behaviors, Traits and Attributes Descriptions*
Effective	<ul style="list-style-type: none"> - Doing the right things well; addresses root causes of issues/problems; solutions oriented - Doing things right (efficiently) - As a self-starter, finishes assignments and projects in a proactive, conscientious, and timely manner; prioritizes effectively and stays focused on key goals and objectives; - Acts with integrity, holding oneself to the highest standards of performance, transparency, accountability and ethical conduct; Builds trust through actions - Considers needs of those in area when making ethical decisions - Thinks about and weighs who will benefit/lose as a result of an ethical decision - Guides others when they need to make decisions where the “right thing to do” is not explicitly clear
Collaborates	<ul style="list-style-type: none"> - Is a team player; shares resources - Includes others when addressing problems, finding solutions to achieve a goal - Responds in a professional, timely manner to citizens and co-workers - Includes and works effectively with those from other areas - Leads projects/initiatives with those in other areas* - Focuses on the community - Cooperates effectively with citizens and other external stakeholders
Communicates	<ul style="list-style-type: none"> - Converses and writes in an acceptable manner - Relates well to others across the organization - Shares information (<i>verbally, non-verbally, and in writing</i>) clearly and effectively, internally and externally, across multiple levels* - Listens actively, receptively and nonjudgmentally - Chooses the most effective means of communicating, i.e. face-to-face vs email - Courageous and addresses conflict productively - Is a persuasive and polished public speaker and writer* - Uses communication to effectively lead change and enhance the City’s success and reputation* - Develops high level communication and conflict resolution skills in team members*
Models the way	<ul style="list-style-type: none"> - Sets an example for performance in role, on the team and in the department - Sets an example for demonstrating the City’s leadership practices and core values - Demonstrates a manageable and sustained commitment to excellence - doing a job well and going above and beyond when required
Humility	<ul style="list-style-type: none"> - Recognizes your way isn’t always the best or only way - Admits when wrong or has made a mistake - Demonstrates self-awareness and adjusts one’s behavior - Responsive and respectful to those served with an attitude that everything is worth one’s best effort - Promotes others above self

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	<ul style="list-style-type: none"> - Defines success collectively rather than individually - Places the needs and interests of others and the City above one’s own self-interest and needs
Culture-Focused	<ul style="list-style-type: none"> - Demonstrates behaviors that reflect the importance of people as much as the importance of the work tasks/assignments - Considers how others experience you in behaviors and interactions - Displays empathy and awareness of others’ emotions or feelings - Demonstrates good judgment in a group situation, how to deal with others the most effective way and the impact of words and actions - Demonstrates value for people of all dimensions of diversity - Contributes to a department and City-wide culture of inclusiveness and belonging
Challenges	<ul style="list-style-type: none"> - Effectively challenges the status quo (processes) and takes appropriate risks - Influences peers and upper management positively and effectively - Understands challenges facing area and helps develop and execute solutions - Adaptable; Drives change where needed - Anticipates needs, looks to the community’s future and executes to achieve goals - Contributes to the City’s adaptation to a changing environment
Empowers	<ul style="list-style-type: none"> - Influences others to share knowledge and make positive changes in the best interest of the City and its citizens - Makes decisions appropriate with role - Delegates appropriately* - Structures team members’ work so they can achieve objectives; engages and motivates team members to exceed expectations* - Builds high-performance, cohesive, diverse teams* - Cultivates future servant leaders* - Seeks internal career development and/or advancement opportunities for team members to support strategic growth initiatives* - Prepares for the future through succession planning*

** Area: refers to work unit such as team, division or department.