

Leader Characteristics Checklist

Constructive Leaders

Good Speaker
Keeps Focus on Issues
Well Prepared
Does "Strategic Planning"
Informs & Educates Members
Asks Open-Ended Questions
Addresses Issues Openly
Strives for Transparency
Depth in Management Experience
Welcomes Discussion/Dissent
Obviously Does Homework
Well Informed
Balanced Perspectives
Admits Limitations
Willing to Take Risks
Self-Control
Modest
Motivational
A Visionary
Has Positive Sense of Humor
Strong, Consistent Ethics
Persistent
Rhino Thick-Skinned
An eye for Talent
Always Striving; Never Satisfied
Fearless
Owns Mistakes
Detail Oriented
Respecting Everyone Equally
Self-Aware
Shows Honesty Through Actions
Stays Positive Under Pressure
Sees Failures as Growth Opportunities

Destructive Leaders

Poor PR/Speaking Skills
Personalizes Criticisms
Often Unprepared
Sticks to Short-Mid Range Planning
Manipulates Member Perceptions
Asks Closed-Ended Questions
Has Restricted Perspective
Frequently Obfuscates
Superficial Management Experience
Avoids, Limits Discussion/Dissent
Occasionally Does Homework
Informed, But Limited
Hidden Agendas
Frequent Self-Enhancement
Risk Avoidant
Reactive
Arrogant
Cautionary or Discouraging
Stuck in the Status Quo
Jokes at Others Expense
Situational Ethics
Gets Exasperated
Thin-Skinned
Sees "Friends" as Best Resource
Quick-Solutions & Moves-On
Overly Cautious
Often Puts Blame Elsewhere
Often Overlooks Details
Has Favored Members
Low Self-Awareness
Honesty Depends...
Overly Reactive
Denies Failures

Listens; Gives Feedback
Knows How/When to Delegate
Inspires & Grows Others
Makes Decisions Based on Past Lessons
Leads by Example
Assertive
An Idea Generator
Challenges Existing Assumptions
Persistent About Getting Results
Willing to Tackle Difficult Problems
Can Accept Being Disliked
Accepts & Uses Conflict to Improve
Consistent Follow-up
Sees "Bigger" Picture
Personable
Can Think Outside-Box
Sees HVLA as Eclectic Community
No "Ties" with any "Group"
Flexibly Minded
Open to New Ideas
Follows CAI "Best Practices"
Supports "Member Rights"

Always Preparing Come-Back
Often Delegates to Avoid
Intimidates or Ignores
Decisions Based on Expediency
Expects Respect
Passive or Manipulative
Status Quo Supporter
Avoids Dissent/Discussion
Stickler For Procedures & Rules
Delays, Defers
Strong Need to be Liked
Conflict Avoidant
Inconsistent or Minimal F/U
Keeps Narrow View
Bureaucratic
Inside-Box Thinker
Sees HVLA as Golf Community
"Ties" with Specific "Group"
Control Minded
Resistant to New Ideas
Resistant to "Best Practices"
Favors Association "Authority"

Transparency: implies **openness**, communication, and **accountability**. Transparency is operating in such a way that it is easy for others to see what actions are performed. It has been defined simply as "the perceived quality of intentionally shared information from a sender"

NOTE: Use this as a guide to evaluate Board Candidates (and current Directors) and form your Vote. Trust Your Gut Instinct! Additions to this list are Welcome!