

## Principles of FAHQ Leadership

**Constructive Relationships.** An exceptional leader develops constructive relationships with others and recognizes the interdependence between the board, teams, 'local area chapters,' and individual members. Effective leaders exhibit trust in others and communicate with candor, respect, and honesty.

**Mission Driven.** An exceptional leader views the concepts of mission, vision, and core values as crucial forces that drive daily decisions, not as word products that are periodically revised. The leader works with others to stretch beyond the mundane to craft a compelling vision that builds synergy and passion, and which guides each decision that is made.

**Strategic Thinking.** Exceptional leaders challenge themselves and others to think strategically. They push for the alignment of agendas and goals with strategic priorities that will advance the association's journey towards greatness.

**Passion and Vigor.** Exceptional leaders serve as ambassadors for the association and the quality profession. They enthusiastically support the association's mission and vision, work with others to implement the strategic plan, and welcome diversity in membership and thought. Exceptional leaders balance personal and professional activities so that they remain professionally challenged as well as physically and emotionally fit.

**Culture of Inquiry.** Exceptional leaders value a culture of inquiry. They evaluate information with a critical eye, ask questions, and challenge any conclusions that are not based on sound analysis. They also ask for and value qualitative as well as quantitative information.

**Association-Mindedness.** Exceptional leaders are constantly aware of their own potential conflicts-of-interest and keep the interests of the association above anything else. They do not allow themselves to be unduly influenced by stirrings of loyalty to people, products, or programmatic functions.

**Ethos of Transparency.** Exceptional leaders advocate that members, teams, and other stakeholders have access to appropriate and accurate information regarding finances, operations, and results. They ensure that all decision-makers have the information needed to make sound decisions.

**Integrity.** Exceptional leaders promote strong ethical values and hold themselves and others accountable for acting with integrity. They understand the importance of meeting deadlines and responsibilities. They establish and/or support mechanisms for oversight to assure optimal accountability for and control over the association's resources. Exceptional leaders request, value, and appropriately respond to audits, surveys, and other critical appraisals of operational integrity.

**Sustaining Resources.** Exceptional leaders prioritize resources (human and financial) in keeping with the association’s mission, vision, and strategic plan. They use proven means as well as innovative solutions, partnerships, and other approaches to overcome potential resource limitations and gaps.

**Results-Oriented.** Exceptional leaders are results-oriented. They collaborate with others to develop performance measures that adequately evaluate the progress of teams, projects, and the association as a whole. They assess efficiency, effectiveness, impact, and quality. When available, they use benchmark and/or historical data as an aid to evaluate performance. They support changes in organizational direction when results indicate that a fresh approach is in order.

**Continuous Learning.** Exceptional leaders evaluate their own performance and contributions to the association and profession. They stay abreast of current developments in the field, seek ongoing education, and actively contribute to the profession’s body of knowledge. They listen intently to and learn from the ideas of others. As appropriate, they work with others to set meeting agendas so that learning opportunities are embedded into associational governance and team-oriented activities.

**Forward Thinking.** Exceptional leaders are forward thinking. They understand that organizations are living entities that must continuously adapt and change in order to remain viable over time. Exceptional leaders embrace positive change, mentor others, encourage future leaders to take advantage of leadership development opportunities, and respect the good-faith decisions made by other leaders.

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Adapted from *The Source: Twelve Principles of Governance That Power Exceptional Boards*. Washington, D.C.: BoardSource 2005, [www.boardsource.org](http://www.boardsource.org)