## NAMSS PRINCIPLES OF LEADERSHIP

<table>
<thead>
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<th>PRINCIPLE</th>
<th>INDICATORS</th>
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| **Constructive Relationships**    | • Creates conditions conducive to continuous improvement and change management  
• Has the courage and will to make the tough decisions.  
• Confronts and resolves conflict.  
• Views NAMSS staff as partners who are critical to association success, nurturing a climate of common expectations, trust, collaborative planning, joint evaluation, strong communication and mutual respect.  
• Has enthusiastic followers having earned the respect and trust of colleagues, professional peers and staff.  
• Values and embraces diversity.  
• Fosters open, candid and constructive debate and deliberation.                                                                                                                                                                                                                                          |
| Builds and maintains professional networks (relationships) that are characterized by mutual concern and respect and serve to improve or promote strategic development. |                                                                                                                                                                                                                                                                                                                                                                    |
| **Strategic Thinking**             | • Delegates tasks to committees, workgroups or NAMSS staff.  
• Demonstrates the ability to focus strategically for the greater good of the association.  
• Looks to the future and thinks strategically.  
• Focuses outward and on opportunities.  
• Possesses mental toughness and resilience.  
• Visionary, not task oriented.  
• Focus on overall goals/objectives of the organization and not just those of individual members.                                                                                                                                                                                                                       |
| Ability to think strategically, challenge current beliefs/mindsets and bring tough issues to the surface even when doing so is uncomfortable; pushes for effective plans that are in line with the associations goals and objectives. |                                                                                                                                                                                                                                                                                                                                                                    |
| **Passion and Vigor**              | • Generously shares information, resources, praise and credit.  
• Is self-aware.  
• Views volunteer service as an honor, possessing passion and conviction for the associations’ mission and vision.  
• Is visible, available and on the front line.  
• Understands the commitment of time, energy and other requirements before accepting position, taking appropriate action when unable to fulfill service commitment.  
• Actively engages with industry partners and stakeholders.                                                                                                                                                                                                                                      |
| Serves as an ambassador for the association and demonstrates boundless enthusiasm for NAMSS mission, vision and goals. Is self-aware and able to successfully balance professional and personal demands. |                                                                                                                                                                                                                                                                                                                                                                    |
| **Integrity** | • Puts duty and the greater good before self.  
| Demonstrates consistent commitment to honesty and truthfulness; holds themselves and others accountable for acting with integrity and does the right thing even when it may be hard to do. | • Bases decisions and actions on core values, continually striving for clarity and buy-in.  
| | • Holds self and others accountable for delivering on promises and performing against assigned tasks.  
| | • Focuses on and lives by principles and values.  
| | • Practices humility.  
| | • Believes that most others have the best intentions |