

# LEADERSHIP TENETS

## FOR THE BUREAU OF CONSULAR AFFAIRS

*A tenet is a shared principle held to be true by members of an organization. The tenets we hold as consular leaders must be reflected in every aspect of our work and in the way we interact with our colleagues. All consular supervisors should hold themselves accountable for modeling these leadership tenets. In addition, consular employees at all levels should cultivate the qualities embodied in these tenets and integrate them into their approach to work.*

### Consular Leaders:

#### **INSPIRE**

We develop and communicate a vision for how our work unit can most effectively contribute to the Department's mission. In pursuing that vision we relentlessly challenge employees to strive for excellence and engage them in the effort to achieve goals and improve all aspects of the operation.

#### **MODEL INTEGRITY**

We hold ourselves to the highest standards of integrity and professional conduct and do what is best for the organization and mission. We generously share credit for the accomplishments of the organization and demonstrate courage in dealing with difficult decisions and poor performers.

#### **DEVELOP THE NEXT GENERATION**

We take seriously our responsibilities as teachers, coaches and mentors and work to develop the skills necessary to play those roles effectively. We make time to get to know our less experienced colleagues and provide them timely praise, honest feedback, and opportunities to cultivate their talents.

#### **DELEGATE AUTHORITY—BUT NOT RESPONSIBILITY**

We give employees ownership over their work, issue clear and concise instructions, and provide coaching and further clarification if needed. We stand behind our people and take responsibility when mistakes are made or calculated risks don't work out.

#### **COMMUNICATE**

We help others understand the mission—and their role in accomplishing it. We also listen actively to each other's concerns and encourage innovation in consular work by listening intently for suggestions.

#### **BUILD GREAT TEAMS**

We recruit high-caliber candidates for consular job vacancies, train them right from the start, build trust, and foster a sense of pride and mutual support in the team. We serve the team by eliminating obstacles, resolving conflicts, obtaining appropriate resources, and celebrating success.

#### **LEAD BY EXAMPLE**

We set the example for work ethic and demonstrate the willingness and knowledge of consular work to do any job to help the team. We run interference to prevent abuse and undue pressure.

#### **FOLLOW COURAGEOUSLY**

We take ownership of our work and hold ourselves accountable for improving performance and making our organization stronger. We dissent respectfully and help the boss become more effective in the interest of the team and the mission.

#### **LEARN CONSTANTLY**

We deepen our personal self-awareness in order to cultivate our talents and mitigate mission-critical weaknesses. We display humility by acknowledging our shortcomings and continually work to improve both our skills and our substantive knowledge.

#### **PRACTICE 360-DEGREE DIPLOMACY**

We consider consular work central to core objectives of the mission and the Department and establish constructive working relationships with all mission elements to further those objectives. We engage in public diplomacy to advance organizational goals.

