



# Developing Leadership Competencies

## 12. PERSONALITY

### Competency Descriptors by Level

Supervisor

- Inspire an enthusiastic attitude towards work
- Maintain a positive outlook in the face of setbacks
- Encourage subordinates to take on more challenging assignments

Middle Manager

- Tenaciously pursue those activities that best meet the sector's needs
- Work with subordinates to help them set challenging but realistic goals
- Recognize the important role that personalities play in achieving goals



### Suggested Readings

- *Human Dynamics: A New Framework for Understanding People and Realizing the Potential in Our Organizations*, Sandra Seagal and David Horne (Pegasus Communications, 1996)
- *The Seven Habits of Highly Effective People*, Stephen R. Covey (Simon & Schuster, 1990)
- *Working with Emotional Intelligence*, Daniel P. Goleman (Bantam Books, 1998)
- *People Skills*, Robert Bolton (Simon & Schuster, 1986)
- *Preventing Derailment: What to Do Before It's Too Late*, Michael M. Lombardo and Robert W. Eichinger (Centre for Creative Leadership, 1989)
- *Beyond Ambition: How Driven Managers Can Lead and Live Better*, Robert E. Kaplan, with Wilfred H. Drath and Jane Kofodimos (Jossey-Bass, 1991)