

Introduction	1
KEY FINDING ON HOW ADULTS LEARN BEST	2
LEARNING ROLES AND RESPONSIBILITIES	3
COACHES AND MENTORS	4
Management Roles in DFAIT	6
SUPERVISOR LEVEL	8
MIDDLE MANAGER LEVEL	11
DIRECTOR LEVEL	14
DIRECTOR GENERAL LEVEL	17
Developing Leadership Competencies	20
BUILDING A SOLID FOUNDATION	20
Leadership Competencies	21
1. VISIONING	21
2. COGNITIVE CAPACITY	24
3. CREATIVITY	27
4. INTERPERSONAL RELATIONS	30
5. COMMUNICATION	33
6. ACTION MANAGEMENT	36
7. ORGANIZATIONAL AWARENESS	39
8. TEAMWORK	42
9. PARTNERING	45
10. STAMINA/STRESS RESISTANCE	48
11. ETHICS AND VALUES	51
12. PERSONALITY	54
13. BEHAVIOURAL FLEXIBILITY	57
14. SELF-CONFIDENCE	60
15. CULTURAL AWARENESS	62
Key General Resources on Leadership	63
Leadership Guide Feedback Form	65