



Developing Leadership Competencies

12. PERSONALITY

Competency Descriptors by Level

Supervisor

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

Middle Manager

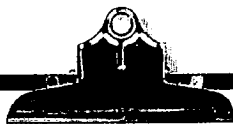
- Tenaciously pursue those activities that best meet the sector's needs
- Work with subordinates to help them set challenging but realistic goals
- Recognize the important role that personalities play in achieving goals

Director

- Maintain composure in the face of adversity
- Be motivated by need for achievement (goal setting) more than by need for power or affiliation
- Be motivated and motivate subordinates to accomplish the sector's goals

Director General

- Provide a stabilizing influence on the organization
- Be personally committed to address demands from internal and external stakeholders
- Create enthusiasm and motivation for employees to pursue the directorate's targets



On-the-Job Actions to Develop in Personality

- Communicate to people that what they do is important. Offer help and ask for it. Adopt a learning attitude toward mistakes. Celebrate successes and have visible, accepted measures of achievement.
- Expect things to turn out well. When they don't, try to view setbacks as learning opportunities; focus on resolving problems rather than