



Developing Leadership Competencies

4. INTERPERSONAL RELATIONS

Competency Descriptors by Level

Supervisor

- Enable work through managing interpersonal relations within the working group
- Relate effectively to people having different values, personalities or cultural backgrounds
- Stimulate constructive discussion of different points of view
- Consider the people component of issues and decisions

Middle Manager

- Manage group dynamics and group situations within and across units
- Give credit or recognition for the contribution of others
- Recognize and handle difficult relationships

Director

- Use persuasion to gain support for initiatives
- Handle delicate negotiations with client and stakeholder groups
- Make interpersonal decisions in a sensitive manner

Director General

- Use diplomacy to find solutions where there are conflicting interests
- Foster a positive interpersonal climate/culture within the directorate
- Advance the sector's interests adroitly without arousing hostility
- Promote harmony and consensus across divergent interests and opinions



On-the-Job Actions to Develop Interpersonal Relations

- Ask questions that draw out the needs, interests, concerns and objectives of others (this shows an interest in others, and helps you gain insights).
- Identify an individual with whom you wish to develop a more