



Developing Leadership Competencies

14. SELF-CONFIDENCE

Competency Descriptors by Level

Supervisor

- Demonstrate trust in subordinates
- Resist opportunities to blame subordinates for mistakes and setbacks
- Assume responsibility for outcomes
- Learn from setbacks or failures

Middle Manager

- Demonstrate trust in subordinates
- Resist opportunities to blame subordinates for mistakes and setbacks
- Assume responsibility for outcomes
- Learn from setbacks or failures

Director

- Set and achieve high standards for the sector
- Promote own sector
- Maintain composure in times of stress or transition
- Feel comfortable making decisions and taking responsibility for the sector

Director General

- Set and achieve high standards for the directorate
- Ensure that goals set for the directorate are challenging but realistic, given organizational constraints
- Demonstrate resilience and perseverance when faced with opposition
- Promote the directorate's interests



On-the-Job Actions to Develop in Self-Confidence

- Visualize a more assertive style. Identify a set of specific behaviours for yourself that, added together, would constitute a more assertive style. Apply these attributes in situations and evaluate your performance. By practising these new behaviours you will gain