



Developing Leadership Competencies

13. BEHAVIOURAL FLEXIBILITY

Competency Descriptors by Level

Supervisor

- Encourage flexibility in subordinates
- Interact appropriately with different individuals

Middle Manager

- Shift operational priorities to meet new challenges in a changing environment
- Maintain operational effectiveness in an environment that contains ambiguity and uncertainty



Suggested Readings

- *The Situational Leader*, Paul Hersey (Warner Books, 1984)
- *Thriving on Chaos: Handbook for a Management Revolution*, Tom Peters (Knopf, 1987)
- *Adversity Quotient*, Paul Gordon Stoltz and David Pulatit (John Wiley and Sons, 1997)
- *The Future of Leadership: Riding the Corporate Rapids into the 21st Century*, Randall P. White, Philip Hodgson and Stuart Crainer (Pitman Publishers, 1996)