

## LEADERSHIP STYLE AND PRACTICES

- the ability to motivate others using effective human relations principles; guiding and motivating others to develop a team approach that contributes to employee morale and overall effectiveness;
- to be proactive and assertive but in a way that guides and develops subordinates as opposed to promoting their dependency.
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# MANAGING CONFLICT

## Interpersonal skills

Ability to identify situations in which conflict is either apparent, disguised or likely to develop, and to effectively manage these situations;

to identify underlying subordinate motivations and/or the subtle interpersonal elements of situations and take these issues into account in formulating a course of action with regard to "surface" issues raised or requests made by subordinates;

to identify underlying competitiveness among subordinates and to deal with it in a productive and efficient way, to manage it for the good of the organization rather than being managed by it;

to understand the interpersonal elements of dealing with other segments of the organization and to use methods that achieve Co-operation rather than underlying resistance and conflict.

## HANDLING PRIORITIES AND SENSITIVE SITUATIONS

Planning & organisation, client centred services

Ability to identify priority situations or problems and to plan and organise time to insure that such matters are fully addressed;  
to plan all necessary actions and appropriately delegate responsibilities and/or guide personnel as necessary to insure that priority objectives are met;

to identify the interpersonal as well as practical problems associated with responding to or dealing with personnel external to the organization and to plan and formulate a course of action that is appropriate and responsive to the specific demands of the situation, including concerns for efficiency, public relations or sensitive interpersonal issues that could effect the outcome.

## **ORGANIZATION PRACTICES / MANAGEMENT CONTROL**

The ability to identify effective practices, methods and systems in use or proposed for use;

To effectively redirect and guide subordinates as necessary for the good of the organization;

To deal effectively with issues related to employee performance, organizational structure and employee accountability;

to avoid solutions to problems which are appealing in the short run but which have long term negative consequences.