

LEADERSHIP BEHAVIOR	ITEM
<b>INTERPERSONAL MANAGERIAL SKILLS</b>	
Open-Mindedness	A willingness to consider new ideas and approaches, as well as input from others.
First Impression	The ability to create a positive impact through social confidence, sincerity, dress, and verbal fluency.
Interpersonal Relations	Relating to others in an outgoing, friendly, warm, and personable manner in order to establish and maintain effective interpersonal relationships.
Sensitivity	Showing a supportive, considerate, sensitive, and caring attitude toward the needs, concerns, moods, agendas, interests, and aspirations of others.
Social Astuteness	The ability to accurately read and respond diplomatically to organizational trends and norms, as well as effectively deal with organizational politics.
Conflict Management	The ability to mediate and resolve conflicts and disagreements in a manner best for all parties involved.
Communication	Keeping subordinates and superiors informed about decisions, events, and developments that affect them.
Formal Presentation	The ability to deliver an interesting, informative, and organized presentation.
Persuasiveness	The ability to sell others on ideas, approaches, products, and services.
Negotiation	The ability to negotiate outcomes that further the interests of the organization, and when possible, also further the interests of opposing groups.
<b>PERSONAL MANAGERIAL QUALITIES</b>	
Listening	Taking the time to listen to others' questions, concerns, and viewpoints, identifying the relevant information, and conveying it to the other person.
Achievement and Motivation	Demonstrating the motivation to work hard, be successful, achieve difficult goals, and complete challenging tasks.
Self-Discipline	The ability to resist impulse, maintain focus, and see a project through to completion.
Flexibility	The ability to adapt one's style or approach in order to adjust to changing circumstances or to achieve an objective.
Independence	The ability to be self-starting and work independently of others when necessary.
Self-Esteem	Demonstrating a high level of self-worth and self-confidence.
Emotional Control	Maintaining personal composure during times of stress or pressure, when things are uncertain, or when faced with conflict or disagreement.
Dependability	The ability to be counted on to meet commitments and deadlines.
Ambition	Demonstrating a desire for increased influence and promotion in the organizational hierarchy.
General Leadership Effectiveness	Influencing and guiding the behavior of others in a certain direction by providing motivation, coaching, and support.

## TEAMWORK, SUPERVISION, PLANNING & PRODUCTIVITY

Assuming Responsibility	The willingness to step forward and take charge of a difficult situation, without being asked to do so.
Vision	Seeing the "big picture" in the organization, industry, and economy, including having a clear sense of the company's ideal future state and communicating this to others in a compelling way.
Emphasizing Excellence	Setting challenging goals and high quality standards, and expecting subordinates to perform at their highest level.
Organizational Spokesperson	Serving as figurehead and spokesperson for one's unit, and effectively promoting and defending the interests of one's subordinates.
Subordinate Involvement	Consulting with subordinates, soliciting suggestions, and taking these suggestions seriously.
Facilitating Teamwork	The ability to promote teamwork, cooperation, and identification with the work group.
Inspirational Role Model	The ability to set a positive and inspirational example for subordinates to follow.
Short-Term Planning	Establishing short-term goals and objectives for subordinates and for the work unit, and developing action steps to achieve them.
Strategic Planning	The ability to establish a long-range direction for the organization or unit, set broad goals that align with the direction, and identify the means to reach those goals.
Organizing the Work of Others	Clearly defining roles and responsibilities for subordinates, and letting them know exactly what tasks should be done and what results are expected.
Delegation	Delegating responsibility and authority to subordinates and giving them discretion in determining how to do their work.
Monitoring and Controlling	Checking on the performance of subordinates, giving them personalized feedback, and taking disciplinary action when necessary.
Motivating Others	Showing enthusiasm and providing encouragement, recognition, constructive criticism, and coaching to subordinates.
Attracting Staff	The ability to hire and retain staff, and keep turnover at an acceptable level.
Productivity	Accomplishing an above average quantity and quality of work.

## COGNITIVE MANAGERIAL SKILLS

Technical Orientation	Demonstrating technical proficiency or expertise acquired through education, training, or experience.
Analytical Orientation	Demonstrating a preference for problems requiring precise, logical reasoning, and showing an ability to dissect and understand complex, multifaceted problems.
Decisiveness	The ability to make clear-cut and timely decisions with the appropriate amount of information.
Creativity	Demonstrating the ability to initiate original and innovative ideas, products, and approaches.
Thoroughness	The ability to attend to detail and develop a comprehensive approach to problems.
Objectivity	The ability to maintain a realistic perspective and keep personal biases to a minimum.
Risk Taking	The willingness to take sound, calculated risks, based on good judgment, in situations where the outcome is uncertain.