CRITERIA REQUIRED FOR GOOD LEADERSHIP OR GOOD MANAGEMENT?

SETTING A GOAL
This entails defining a desired state of future affairs and sharing this vision with others, specifically doing the following:
- communicating a clear vision of how things should be;
- sharing with others your philosophy of management;
- having a "sense of direction" for the organization and its members;
- being passionate and enthusiastic about the future

ROLE MODELING
Exemplifying a set of behaviours and reactions that reflect the values and standards that you would like to pervade your organization, specifically doing the following:
- behaving in ways that set a standard for others;
- serving as a "role model" for those around you;
- responding to crises in a manner that sets an example.

MENTORING
- helping people to "learn the ropes" and understand the system;
- carefully explaining to people why and how things are done around here;
- coaching people in taking actions and risks consistent with organizational norms.

STIMULATING THINKING
- encouraging people to challenge assumptions and look at things in new ways;
- stimulating creativity in the pursuit of organizational goals;
- inspiring others to creatively translate problems into opportunities.

REFERRING
- telling stories about organizational "stars" and "heroes" ;
- bringing attention to successful members;
- talking about peoples' strengths and interpersonal competencies.

MONITORING
Managing by excellence and focusing on what is being done right.
- showing an interest when people improve work processes or procedures;
- demonstrating concern for how things get done (not just what gets done);
- noticing when things are done exceptionally well.

PROVIDING FEEDBACK
- complimenting others for handling problems in the right way;
- sincerely telling people when you are impressed with what they've done;
- letting people know when they meet or exceed expectations.

REINFORCING
- extending new/interesting opportunities to those who have made an extra effort;
- ensuring that those who carry out the vision are properly rewarded;
- celebrating others' successes.

INFLUENCING
- gaining the cooperation of others by treating them with respect and dignity;
- influencing others by personally being open to their influence;
- using participative methods to ensure that decisions are understood and accepted.

CREATING A SETTING
- enriching projects to better prepare team members for advancement;
- empowering people through the provision of information, autonomy and resources;
- creating a culture that allows people to grow and develop with the organization.