

## Summary of Generic Leadership Competencies, Characteristics and Values

### Trait Theories

- Ideological security – strong sense of conviction you are right
- Moral courage – could stand alone if required
- Constancy – could not easily be turned
- An iron will – could go things alone
- A low need for love – respect was more important than love

### Behavioural Theories

- Man has a will
- Man is open to good and evil
- Situation drives man
- Reason motivates man
- Interdependence is man's basic mode of interaction
- Interaction is man's social unit of importance
- Objective best describes man's view of man

### Transactional & Transformational Theories

Transactional Leadership	Transformational Leadership
Clarify goals and objectives to obtain immediate results	Establish a long term vision
Create structures and processes for control	Create a climate of trust
Solve problems	Empower people to control themselves; manage problem solving
Maintain and improve the current situation	Change the current situation
Plan, organize and control	Coach and develop people
Guard and defend the culture	Challenge and change the culture
Power comes from position and authority in the organisation	Power comes from influencing a network of relationships

### Transformational Theory Characteristics

- **WISDOM**
- **INTEGRITY**
- **SENSITIVITY (in approach)**
- **SENSITIVITY (in thinking)**
- **TENACITY**

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- **Surgency** – people with a more assertive character, strong achievement orientation
- **Sociability** - people with the trait of extroversion, people's people
- **Receptivity** – people who are open to new ideas and experiences
- **Agreeableness** – people who are flexible, likable, positive people
- **Dependability** – people who are conscientious, who deliver
- **Analytical intelligence** – people with more than average intelligence, think strategically
- **Emotional intelligence** – people who manage own and read other's emotions

### Veldsman

- ☞ **Wisdom** – to know when, how, and with whom to do what
- ☞ **Ethical competence** – act consistently, coherently from moral convictions
- ☞ **Personal competence** – qualities of a person enabling a style of conduct
- ☞ **Transformational competence** – change the existing into something new
- ☞ **Transactional competence** – build, maintain and improve existing
- ☞ **Technical competence** – use knowledge, expertise and skills in a technical domain
- ☞ **Capacity to learn** – distil knowledge & wisdom from experience and change
- ☞ **Contextual competence** – handle the complexity of a situation at the appropriate level.

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- ☞ **Build a sense of mission** – be certain of where you are going, set goals, actively promote the mission, get rid of people that do not promote the mission.
- ☞ **Be a conqueror or be apprenticed to a conqueror** – look for and approach mentors, use books as mentors.
- ☞ **Mission is more important than convention** – focus on the mission, hoe to achieve ot should over-ride it should for business traditions or convention.
- ☞ **Lead the charge from the front** – stick you neck out, dictate and follow the direction that the company must follow
- ☞ **Build a fanatical team** – surround yourself with people that will help you make your dream come true, that believe in your dream
- ☞ **Be a good strategist or get one** – plan you work and then work your plan. Never loose sight of the big picture.
- ☞ **Go where angels fear to tread** – courage is needed for any kind of leadership, take up challenges, stir the pot rather than put the lid on it.
- ☞ **Know the battlefield better than the enemy** – know the industry, know the market, know the competitors, communicate all the time
- ☞ **Be obsessed with world-class technologies** – Use the best tools you can afford to grow the business, apply best systems you can find.
- ☞ **Never believe your own PR** – never think you have arrived, always seek ways to improve, even making way for better leaders.