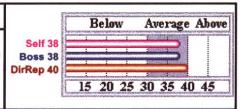
Composite for: Jim Smith

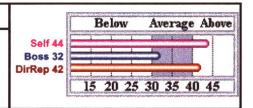
Motivation

This dimension addresses the ability to assess the expectations and needs of team members and to use the appropriate process to guide individuals and the team toward task accomplishment. Role modeling is a key ingredient in the motivation process, with the leader setting the example of what is expected from the team.



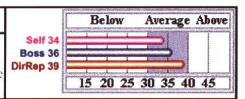
Decision Making

Leaders must make decisions in an effective, accurate and timely fashion while understanding the implications and impact of those decisions on the team members and the team. Decision making skills include identifying problems, securing necessary information and processing that information competently in order to reach conclusions and take actions.



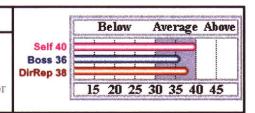
Stress Management

The skill a leader demonstrates in handling a crisis, assisting others in learning from mistakes and not allowing small concerns to become overwhelming reflects how well that leader can manage stress. Leaders set the example,



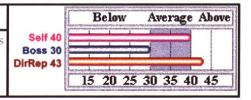
Performance Counseling

This dimension addresses leader skills in working with team members to determine evaluation plans, provide timely feedback on performance and interact constructively to maximize their potential. It also encompasses counseling that is problem focused and solution oriented, providing praise or correction and assistance in career development.



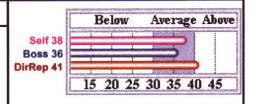
Goal Setting

The leader must establish the overall priorities and direction of the team. This process requires setting high but realistic goals for team members and the team as a whole. Goals must be assessed continually to ensure that they are addressing the needs of the team.



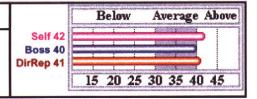
Delegation

This dimension includes skills that enable a leader to determine job requirements, accurately assess team member capabilities and combine these for task assignments. A basic requirement is the assignment of necessary authority to a team member to empower him/her to fully accomplish job requirements.



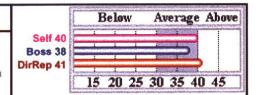
Communication

The leader's skill in communicating instructions, expectations, decisions, pending changes, etc., determines to a great extent the team's ability to operate effectively. Leaders must exhibit the ability to listen to others and provide appropriate feedback.



Team Development

Leader skills in this dimension include the ability to create a climate of trust within the team by developing cohesion and openness while ensuring individual role clarity. Leaders should also reduce inappropriate competition and encourage beneficial collaboration.



Conflict Resolution

Leaders must be skillful in resolving conflict, particularly conflict that arises from competition for resources, personality differences, misunderstandings, policies, procedures, etc. Leader skills involved in resolving such conflicts include talking openly with team members and taking action to change problem causing situations.

