Managerial Courage

Definition
Tactfully dispenses direct and actionable feedback; is open and direct with others without being intimidating; deals head-on with people problems and prickly situations.

Key Words: Conflict Management, Performance management, Leadership

Behavioral Indicators:
1. Achieving results in a manner that is consistent with organizational expectations
2. Provides corrective feedback to others
3. Deal with people problems and situations head-on
4. Swiftly administers action (negative or positive) if situation merits it

PROFICIENCY LEVEL: Managerial Courage

Level I
- Provides current, direct, and complete reinforcing and corrective feedback to others
- Can be direct, but tactful
- Lets people know where they stand
- Faces up to people problems with any person or in any situation quickly and directly
- Is comfortable taking negative action when necessary

Level II
- Tactfully dispenses current, direct, complete, and "actionable" feedback
- Is open and direct with others, but does not seek to intimidate them
- Deals head-on with people problems and prickly situations
- Swiftly administers negative action if a situation merits it

Level III
- Deals with corrective feedback in a manner that inspires accountability and self-redirection among colleagues and direct reports
- Has a commanding but undaunting presence
- Welcomes the opportunity to mediate people problems
- Forcefully and definitively takes negative action to quench trouble