

Qualities for Good Leadership

Warren Bennis argues that leadership is “*probably one of the most studied and least understood of any management subject.*” One of his favourite definitions of leadership is “*the capacity to create a compelling vision, translate it into action and sustain it. Managers do things right, leaders do the right things*”.

An effective leader of a community organisation

Provides leadership, direction and guidance to the organisation:

- Creating and conveying a clear vision on the future direction
- Initiating and driving through change and managing that process effectively
- Taking final responsibility for the actions of the team
- Establishing and communicating clear standards and expectations
- Demonstrating resilience, stamina and reliability under pressure
- Demonstrating high standards of integrity, honesty and fairness
- Choosing between options, taking into account the long term consequences.

Facilitates meetings and group discussions:

- Choosing methods of communication most likely to secure effective results
- Encouraging creative thinking in others.

Maintains effective networks:

- Knowing how to find and use other sources of expertise
- Applying best practice in dealings with other organisations.

Effectively represents the organisation:

- Taking a firm stance when circumstances warrant
- Effectively negotiating deals
- Communicating in a concise and persuasive manner.

Manages risk and resolves conflict within the organisation and, between the organisation and other parties:

- Acting decisively after having assessed the situation.

Understands and articulates the context in which the service operates:

- Understanding parliamentary and political processes and how to operate within them.

Promotes the organisation:

- Establishing a profile for the service and marketing that service
- Demonstrating presentational and media skills.

Designs and implements a promotional strategy:

- Choosing the methods of communication most likely to secure effective results.

Models organisational relationships based on trust and respect for all stakeholder groups:

- Being visible, approachable and earning respect
- Inspiring and showing loyalty
- Taking steps to building trust, demonstrating high morals and being co-operative
- Communicating effectively with the Chair and Board members.

Provides leadership that engenders a collective sense of identity and purpose of direction:

- Carrying forward decisions of the board and managing relationships between staff and board.

Manages and improves the performance of individuals and teams:

- Building a high performing team
- Addressing poor performance.

Supports and develops staff:

- Consulting staff/volunteers and identifying training needs in order to develop their full potential
- Seeking face to face contact and responding to feedback from staff.

Develops effective leadership roles:

- Delegating decisions appropriately, making best use of skills and resources within the team and outside the team.

Resources

NCOSS Sector Support

- [Templates and Resources](#)
 - [Ethical Frameworks: Codes of ethics and conduct](#)
 - [A Guide to Ethical Decision Making](#)
 - [Managing Conflicts of Interest](#)
 - [Roles and Responsibilities of Board Members of NSW Incorporated Associations](#)
 - [The Board and the CEO: Building an effective relationship](#)
 - [Monitoring the Board's Performance: Adopting standards](#)
 - [Board Performance Review](#)

Community Builders

- [Leadership and Management from Community Tool Box](#)

NB: The above websites were accessible on 2 December 2015. If the links do not work search on the title of the document or go directly to the organisation's website.