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# 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

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## **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
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