

Housecalls at Work

Answers from Dr. Insite

Dr. Insite is an ongoing column to address people-related issues in nonprofit organizations. For answers to your workplace issues, please e-mail your questions to DrInsite@coreinsites.com. All responses will be handled confidentially.

Dear Dr. Insite:

As the leader, I work hard to apply the principles and practices that will make this organization successful. Yet, sometimes I question whether I am spending my time doing those things that will bring maximum results. In your opinion, what are the attributes that great leaders possess, so I can work to enhance my own leadership qualities?

BY SHEILA L. MARGOLIS
AND AVA S. WILENSKY



Dear Reflective Leader:

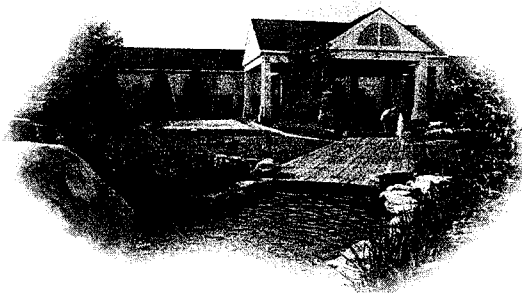
Seeking advice to improve practice is always a positive trait. Here are five attributes of effective leaders that you can use to gauge your skills and guide your development:

1. *Great leaders understand the importance of people.* Great leaders are meticulous in their hiring practices because they know that selecting the right people is the key to success. Great leaders nurture individual development and take every opportunity to allow others to shine.
2. *Great leaders understand the unique attributes of their organization.* Great leaders stay focused on the organization's distinctive purpose and core values that serve as the heart and soul of what they do. Likewise, they understand

where the organization excels and continually work to ensure the preservation of that capability.

3. *Great leaders support open dialogue.* Great leaders provide an open environment that encourages honest dialogue. They seek to define and eliminate flaws through frank discussions and agreed upon change.
4. *Great leaders have a future focus.* Great leaders know where the organization is going and the people of the organization share in those goals.
5. *Great leaders seek results.* Great leaders identify those few things that must be measured and are relentless in staying focused on achieving those results. ●

Sheila L. Margolis and Ava S. Wilensky hold doctoral degrees in Human Resource Development. As the principals of CORE InSites® Inc., they are well-known organizational development experts specializing in organizational strategy, the strategic use of human resources and program evaluation. Additionally, Margolis and Wilensky are part-time professors at Georgia State University. Call them at (404) 255-4007 or visit online at www.coreinsites.com.



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