

Top-level managers tell what they look for in leaders

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During the course of doing research for a book, co-authors James M. Kouzes and Barry Posner asked top-level managers to list the characteristics they look for and admire most in a leader:

The title of the book for which the research was conducted is "The Leadership Challenge."

These are the answers that were given during research:

The majority of senior top managers said:

They admire leaders who are honest, competent, forward-looking and inspiring.



Falls

Kouzes points out in his article in *The New York Times* that in a separate study, they found that the majority of executives said they admire honesty, competency, dependability and cooperation in followers.

In every survey conducted in the United States, co-authors Kouzes and Posner said that honesty and competency ranked first and second in the manager's expectations of leaders as well as followers.

When a leader delegates a task he naturally wants assurance that it will be carried out with skill and precision.

On the other hand, the managers expect leaders to have a sense of direction and a concern for the future of the organization. Leaders must know where they are going.

"We expect them to be enthusiastic, energetic and positive about the future. It is not enough for a leader to have a dream, he must be able to communicate his vision in ways that uplift and encourage people to go along with him."

Leaders want to know they can count on people to be team players. They want to know that they will work together willingly and will be able to compromise and subordinate individual needs to the common purpose.

In organizations, people must be able to rely on each other, to trust each other and to set aside their own agendas for that of the organization.

Without dependability and cooperation, nothing will get done and things will be rampant.

Good leaders must not be inhibitors of organizational change.

Following leadership requires

New drama group formed at Goler Church

Marie Matthews of Goler Metropolitan AME Zion Church is the director of "The Goler Dramateers," named in honor of Charles Roland Miller, who formed the first drama group at Goler.

The ensemble made its debut at Sunday school on Mother's Day with the play "Mothers of the Bible."

Narrators were Edith Roseboro, Margaret Spease, Georgia Topping, Andre Thompson, Gail Favors and Caranella White.

Backstage voices were Bratts Roseboro, Solomon Quick, Annie Hennie and Khari Thompson.

Appearing on stage were Paris Favors, Carrie Smith, Marjorie Marshall, Portia Ellerbe, Marshheha Steward, Sekou Favors, Jelani Favors, Annie Carpenter, Charlie Lentz, William Knox, Kia Thompson, Reginald Ellerbe and Christy Thompson.

Stage props were done by Arabelle Parker.

Script assistant was Piccola Morrow.

Incidental music was provided by Bernice Davenport.

Flora K. Alexander is superintendent of the Sunday school.

The Rev. Jerry A. Quick is pastor of the church.

cooperative and reliable adherence to the common vision.

Other points made by the authors include:

- Leadership requires the real-

ization of a unique and ideal vision of the future.

- Following requires cooperative and reliable adherence to the common vision.
- In these times of business

transformation, it is wise for executives to encourage and tolerate more internal conflict than we have allowed in the past.

The managers concluded by

saying:

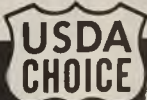
"If we expect people to show initiative in meeting today's serious business challenges, then we have to relax our expectations of abiding devotion."

"Instead, we must support the efforts of honest and competent people to find solutions to the problems that are confronting our companies. In short we must develop the leader in everyone."

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