



# **Recruiting, Mentoring and Rewarding Faculty and Staff: Ten Essential Leadership Characteristics**

**Cheryl A. Maurana, PhD**  
Senior Associate Dean for Public and Community Health  
Professor of Population Health  
Medical College of Wisconsin

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# What are the ten characteristics?

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- **Vision**
- **Commitment**
- **Enthusiasm**
- **Relationship Building**
- **Inspiration**
- **Support**
- **Collaboration**
- **Feedback**
- **Development**
- **Reward**



# Vision

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- A sense of what could and should be done

“A rock pile ceases to be a rock pile the moment a single man contemplates it, bearing within him the image of a cathedral.”

*- Antoine de Saint-Exupery*



# Commitment

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- Dedication to achieving a shared vision

“Loyalty to followers generates loyalty to the leader; and when tasks become truly difficult, loyalty carries the day.”

*- Kent Curtis and George Manning*



# Enthusiasm

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- Personal commitment that motivates and invigorates people

“The successful man has enthusiasm. Good work is never done in cold blood; heat is needed to forge anything.”

- *Harry Truman*



# Relationship Building

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- Mutual trust and respect

“Trust is something that happens within people only when it is created between people”

– *Chip Bell*



# Inspiration

- Motivating people to achieve their highest performance

“Good leaders make people feel that they're at the heart of things, not at the periphery. Everyone feels that he or she makes a difference to the success of the organization. When that happens, people feel centered, and that gives their work meaning.”

- *Warren Bennis*



# Support

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- Demonstrating authentic encouragement

“Good mentors don’t rescue, they support.”

- *Chip Bell*



# Collaboration

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- Collective results that individuals would be incapable of accomplishing alone

“Synergy — the bonus that is achieved when things work together harmoniously.”

- *Mark Twain*



# Feedback

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- Constructive and timely comments

"I praise loudly. I blame softly."

- *Catherine the Great*



# Development

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- Deliberate actions aimed at promoting learning

“Learning is not attained by chance, it must be sought for with ardor and attended to with diligence.”

- *Abigail Adams*



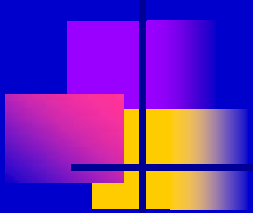
# Reward

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- Making others feel valued through recognition

"Always be confident enough in your own accomplishments that you can recognize and reward others."

- *Robert Eichhorn*



“Never lose your sense of humor.”

*-Cheryl Maurana*



# References

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- The Art of Leadership, Kent Curtis and George Manning, 2003.
- The Extraordinary Leader, John Zenger and Joseph Folkman, 2002.
- Managers as Mentors, Chip Bell, 1996.