



CORE LEADERSHIP CHARACTERISTICS

Seven Core Leadership Characteristics (and their respective behaviours), deemed essential for success as a management staff member at the Region of Waterloo, have been developed through an extensive consultation process involving supervisory and management groups. The core characteristics & behaviours that have been established are:

Being Self Aware And Focused On Own Development

Definition

Understands own strengths, weaknesses and style and how this style impacts others; continually strives to improve own effectiveness to work with all types of individuals.

Behaviour statements:

An individual who is strong in this characteristic is able to:

- a) identify his/her key strengths and weaknesses.
- b) know how his/her style impacts others.
- c) adjusts his/her style to 'motivate' people.
- d) ensure own personal and professional goals complement organizational goals.
- e) have a development/learning plan that is actively reviewed and monitored.
- f) engage others to provide himself/herself with meaningful feedback.
- g) recognize stress and be aware of its effects, and take ownership to minimize stressors and/or reduce stress.

Initiating and Implementing Change

Definition

Creates a climate for change; where the status quo can be safely challenged; where the need for change is well understood; where action is taken to implement change.

Behaviour statements:

An individual who is strong in this characteristic is able to:

- a) demonstrate an openness and willingness to incorporate new information and approaches into existing work processes.
- b) chart and champion changes in the workplace, by modeling the desired or appropriate behaviours.
- c) promote an environment that encourages others to offer creative ideas and suggestions for change.
- d) effectively communicate the rationale and the need for a given change.
- e) communicate the required steps to implement the change, as it relates to individuals and their jobs.
- f) monitor the changes to ensure that people actually change and that expected results are achieved.
- g) manage the stress of change through the creation and modeling of effective transition strategies.

Fostering A Citizen-Centred Culture

Definition

Models and reinforces the collective behaviours and beliefs that facilitate excellence in citizen-centred service.

Behaviour statements:

An individual who is strong in this characteristic is able to:

- a) understand what 'acting in the public interest' means at the Region of Waterloo
- b) understand the expectations of public service
- c) identify the needs of the internal and external individuals and groups served by the Region of Waterloo
- d) ensure that the identified needs are understood and served
- e) ensure that issues are addressed promptly and efficiently
- f) foster a climate in which everyone is focused on providing citizen-centred service
- g) provide public service in keeping with the Region of Waterloo's value statements which include:
*Citizen-Centred Service; *Trust and Respect; * Effectiveness, Efficiency & Economy

Building And Maintaining Internal And External Relationships

Definition

Creates and maintains effective working relationships with different internal and community groups.

Behaviour Statements:

An individual who is strong in this characteristic is able to:

- a) demonstrate an ability to understand the differing perspectives and needs of the various parties.
- b) address conflict in an objective, non-judgmental fashion.
- c) be adept at building work teams.
- d) build rapport when interacting with others.
- e) cultivate networks/build relationships to facilitate goal achievement.
- f) recognize and actively manage difficult relationships – with both staff, peers and external stakeholders.
- g) acknowledge and value the input of others while ensuring others understand issues and direction.

Achieving Organizational Objectives

Definition

Develops plans and takes actions that will ensure results are achieved.

Behaviour Statements:

An individual who is strong in this characteristic is able to:

- a) identify priorities, within the context of broader divisional, departmental and Region of Waterloo's priorities.
- b) resolve real and anticipated obstacles and understand the impact of anticipated trends.
- c) monitor activities and take action when plans get off track.
- d) hold self and others accountable for delivering the expected results.
- e) motivate others to take responsibility for achieving results.
- f) provide feedback up the organizational structure, where objectives are not working or are not meaningful to the front-line.
- g) manage their time effectively, balancing short-term tasks with longer range planning and achievement of objectives.
- h) manage the work, rather than doing the work of direct reports.

Motivating And Developing People

Definition

Coaches employees to achieve their potential; provides an environment that motivates people to meet performance expectations.

Behaviour statements:

An individual who is strong in this characteristic is able to:

- a) set clear performance expectations of individuals and teams, and effectively communicate these expectations to others.
- b) give specific and valuable feedback to staff in a timely manner.
- c) reinforce/compliment people who are meeting performance expectations.
- d) address 'sub-standard' performance as soon as it becomes apparent.
- e) have a coaching plan for each individual designed to bring out their strengths, minimize their weaknesses and ensure overall results are achieved.
- f) motivate different types of individuals who have different drivers/expectations.

Being Politically & Organizationally Sensitive

Definition

Has an awareness of the political influences and bases of power within the organization.

Behaviour statements:

An individual who is strong in this characteristic is able to:

- a) make decisions/take actions that show sound judgment.
- b) show awareness of political implications of situations, decisions made, required flow of information, etc.
- c) identify which stakeholders – external or internal – that need to be involved in a given task, and when.
- d) involve key stakeholders in initiatives and ensure their diverse points of view are fully taken into account.
- e) understand the dynamics of the organization's decision points and processes.
- f) comprehend organizational and political realities.
- g) see how their work/decisions impact the public and the Region of Waterloo.
- h) understand the Region of Waterloo's policies, procedures, collective agreements, etc., that he/she must work within in the course of doing their job.

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