

COUNCIL'S LEADERSHIP COMPETENCY MODEL

INSPIRE TRUST Manage Yourself

Self-Management

To act as a role model through respectful words, ethical behaviors and actions

- * Takes care of emotional, mental and physical health;
- * Maintains composure;
- * Is able to self-motivate and demonstrate personal drive
- * Adapts actions to situation and environment
- * As a leader, conveys passion and enthusiasm about one's work
- * Is capable of introspection
- * Shows resilience
- * Takes responsibility
- * Demonstrates a strong sense of ethics through behavior and decision-making

Conflict Resolution

To enable a conflict resolution culture

- * Treats all with respect and cares for others' well-being
- * Demonstrates empathy;
- * Facilitates an ongoing, open and constructive dialogue;
- * Promotes a healthy and productive work environment by putting in place the necessary winning conditions;
- * Identifies and addresses potential issues early on;
- * Looks for the root cause in problem situation to prevent recurrence.

Effective Communication

To communicate clearly in a way that influences, inspires and engages

- * Delivers persuasive and articulate communications (verbal and written) that mobilizes employees in reaching common goals;
- * Listens and demonstrates an understanding of people and their motivations (capable of showing empathy);
- * Communicates in an open, clear and consistent manner;
- * Is able to synthesize and simplify complex information;
- * Presents ideas with confidence;
- * Adapts style to the person with whom they are relating;
- * Holds appropriate number of meetings and involves appropriate people.

CULTIVATE TALENT Manage Others

People Management

To provide a sense of purpose and direction for others in order to create an engaging and results-oriented environment

- * Shares Council and Division direction
- * Communicates a sense of purpose and how the employee's job supports Council's mandate
- * Manages talent by matching employees' strengths and skills to the right responsibilities and by further developing their potential
- * Gives constructive feedback providing guidance and supplying information in a useful manner, either to support effective behavior, or to refocus toward successful performance
- * Recognizes effort and accomplishment
- * Creates opportunities for talent development
- * Involves others in decision-making
- * Promotes and builds a diverse workforce
- * Inspires trust
- * Stands by his/her employees

Employee Development

To help employees develop their skills, achieve their career objectives and realize their full potential

- * Invests in a growth and development plan for each team member;
- * Coaches employees to promote professional development
- * Delegates chosen responsibilities appropriately by communicating clear expectations of outcomes, giving accountability, providing the support needed and being clear about level of authority
- * Empowers employees to propose solutions encouraging them to think outside the box and allowing for mistakes
- * Identifies and requests training needs for self and team members.

Collaboration across teams

To work with others and acknowledge collective contributions towards common goals within a positive work environment

- * Takes into account the impact of decisions on other teams;
- * Defines success in terms of the whole Council team and how all divisions work together
- * Celebrates and recognizes collaboration among teams
- * Is willing to help others and receives help towards a common goal
- * Finds opportunities and demonstrates willingness to learn from others
- * Plays by honorable rules

DRIVE RESULTS Deliver on Council's mandate

Focus on support for the Arts

To deliver effective programs

- * Goes above and beyond within a defined span of control to support artists, artistic organizations and communities whenever problems arise;
- * Is proactive in identifying clients' needs (artists and organizations) and opportunities;
- * Consistently follows through commitments;
- * Anticipates the impact of decisions and actions on clients
- * Keeps team focused on achieving higher standards
- * Collaborates to handle obstacles and solves problems
- * Translates Council's brand promise into division strategies and standards

Managing by results

To align resources (human, financial, material, information...), efforts, workflows and structures towards achieving targeted results and by being accountable

- * Contributes actively and efficiently to the implementation of the Council's strategic plan by mobilizing personnel in reaching set objectives and key results;
- * Deals with unforeseen or complex situations and takes action in spite of ambiguities;
- * Is proactive in addressing risks and constraints that could affect access to programs or delivery of services ;
- * Demonstrates a decision-making process that is both agile and rigorous within delegated authority of control;
- * Sets up mechanisms for continuous monitoring and assessment;
- * Reports back on commitments.
- * Translates Council's brand promise into division strategies and standards

Managerial Courage

Takes risks and makes decisions that are essential for the well-being of all without damaging internal or external relations in the longer term

- * Demonstrates courage and boldness in taking and accepting risks
- * When circumstances demand it, makes decisions that may be unpopular in the short term but which are essential for the well-being of all as well as for the Council's interests
- * Demonstrates perseverance, accepts criticism and avoids the temptation of purely expedient solutions
- * Motivates team members to strive, go above and beyond, and aim to excel

META-COMPETENCY

Leadership and Empowerment

To understand context, seek common interest and position one's leadership and the team's influence as to create opportunity for all to participate in the leadership functions of their team (build opportunities, relationships & influence others through shared responsibilities and productive collaborations)

- * Shares leadership
- * Takes decisions that focus on clearly-defined shared objectives and takes into account diverse opinions
- * Demonstrates acceptance of others' point of view through constructive dialogue
- * Engages others in a non-confrontational way as to debate expressed perspective in view of influencing outcome or be influenced.
- * Calls upon multiple areas of expertise precisely when they can best influence decisions and actions
- * Explains decisions made to others
- * Mobilizes teams by using leadership instead of authority
- * Build strong personal relationships that create long-term partnerships
- * Assumes a sense of personal accountability for one's direct results as well as co-worker's action without seeking blame

THINK STRATEGICALLY Facilitate innovation and change

Creative Thinking and Innovation

To generate informed decisions by being user-centric, by tapping into a wider range of information and by being open to consider things in a new light

- * Assesses team capacities to deliver on commitments
- * Stays ahead of trends and seeks out new opportunities for innovation
- * Adapts constantly to evolving contexts
- * Demonstrates the ability to comprehend concepts and be curious about the bigger picture behind situations to be addressed or problems to be solved
- * Stimulate creativity in problem-solving:
- Accumulates insights and evidence
- Generates novel ideas to initiate innovative solutions
- Evaluates fully, testing, through the contribution of others the soundness of the logic and reasoning, before going ahead with the final decision
- Empowers employees to innovate

Work Organization

Strategically organizes the work according to the priorities that govern its value-added activities

- * Determines sector or department priorities according to client (artist or organization) needs (user-centric)
- * Identifies and carries out activities that create added value for the client
- * Simplifies and organizes the tasks of work teams on the basis of set priorities and target results
- * Establishes clear guidelines and expectations for staff and collaborators to effectively manage an orderly flow of work that ensures efficiency and effectiveness
- * Refrains from creating a false sense of urgency
- * Embraces digital culture
- * Strategically aligns overall efforts and human, financial and material resources with priorities
- * Establishes horizontal modes of cooperation (sectorial interdependence) in order to eliminate duplication and make each team member fully responsible and accountable

Change Management

To foster an environment that embraces change and encourages new and creative ways of doing things

- * Demonstrates an openness to change
- * Shares common vision, explaining targeted transformations
- * Involves and engages employees at all levels and fosters ownership of change
- * Addresses 'people' issues while leading the change process
- * Ensures that skillsets and capabilities are further developed or acquired
- * Communicates and reinforces core messages
- * Addresses culture change by being explicit about the new culture and underlying behaviors
- * Prepares for the unexpected
- * Fosters an environment where people can take risk
- * Recognizes initiatives and rewards targeted behaviors reinforcing the culture change
- * Works towards reaching a work-life balance for himself/herself and his/her staff
- * Monitors pace of change and adjusts accordingly