Collaborate with partners and stakeholders

Government of Canada Executive (EX) Group selection processes, assessed on the six Key Leadership Competencies

5 Director behaviours · 3 ineffective

Leaders are deliberate and resourceful about seeking the widest possible spectrum of perspectives. They demonstrate openness and flexibility to forge consensus and improve outcomes. They bring a whole-of-government perspective to their interactions. In negotiating solutions, they are open to alternatives and skillful at managing expectations. Leaders share recognition with their teams and partners.

Effective behaviours: Director

Builds and nurtures effective and collaborative networks and relationships with communities of practice, colleagues and stakeholders

TBS examples of behaviours, line 221

Engages others to support horizontal initiatives

TBS examples of behaviours, line 222

Actively listens to understand the impact of issues and perspectives of others

TBS examples of behaviours, line 223

Implements strategies that enhance collaboration

TBS examples of behaviours, line 224

Acknowledges the contribution of others in achieving objectives

TBS examples of behaviours, line 225

A worked example: A horizontal file with partners who disagreed

What it shows: It shows building networks with colleagues and stakeholders, listening to understand their perspectives, and acknowledging others' contribution.

How a board reads it

Look for partners outside your own line: other branches, departments, governments or stakeholders, with different interests, and how you reached a result they could support.

Ineffective behaviours, for all roles

- Operates independently without reference to the wider system of knowledge and experience
- Fails to explore the different concerns and perspectives of stakeholders or partners
- Remains inflexible and stays committed to a single outcome

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