Promote innovation and guide change

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

5 Director behaviours · 3 ineffective

Leaders have the courage and resilience to challenge convention. They create an environment that supports bold thinking, experimentation and intelligent risk taking. They use setbacks as a valuable source of insight and learning. Leaders take change in their stride, aligning and adjusting milestones and targets to maintain forward momentum.

Effective behaviours: Director

Ensures that employees apply sound risk management practices

TBS examples of behaviours, line 272

Identifies opportunities for and barriers to innovation and proposes creative approaches

TBS examples of behaviours, line 273

Implements practices to learn from setbacks and mistakes

TBS examples of behaviours, line 274

Adapts plans and strategies to respond to the scope and pace of change

TBS examples of behaviours, line 275

Demonstrates resilience, composure and a positive outlook in an environment of uncertainty and ambiguity

TBS examples of behaviours, line 276

A worked example: A change that met resistance

What it shows: It shows sound risk management, learning from a setback, and adapting plans to the pace of change.

How a board reads it

Look for a change you led and its risks, what you learned when something did not work, and how you took people through it.

Ineffective behaviours, for all roles

- Leaves staff to work through changes on their own, or gives inadequate time to acknowledge concerns
- Implements change in an unstructured way causing confusion about priorities and timelines
- Resists change even when existing methods are inadequate

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