# Mobilize people

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

6 Director behaviours · 4 ineffective

Leaders inspire and motivate the people they lead. They manage performance, provide constructive and respectful feedback to encourage and enable performance excellence. They lead by example, setting goals for themselves that are more demanding than those that they set for others.

## Effective behaviours: Director

**Creates a sense of common purpose and direction in the organization and among colleagues**

TBS examples of behaviours, line 103

**Sets clear expectations, monitors and evaluates performance**

TBS examples of behaviours, line 104

**Invests time and resources to support continuous learning**

TBS examples of behaviours, line 105

**Gives honest feedback, recognizes performance and manages non-performance**

TBS examples of behaviours, line 106

**Engages employees to gather ideas and input to build cohesive teams**

TBS examples of behaviours, line 107

**Sets challenging goals for self and models dedication and high performance**

TBS examples of behaviours, line 108

**A worked example: Addressing performance and rebuilding a team**

**What it shows:** It shows setting clear expectations, honest feedback and managing non-performance, and engaging employees to build a cohesive team.

**How a board reads it**

Look for the people side done by you: expectations set, feedback given, non-performance managed, people engaged. An answer about a project with no people in it does not show this competency.

## Ineffective behaviours, for all roles

- Limits access to information beyond the requirements of discretion and policy
- Is insensitive to, or unaware of, the diverse needs, aspirations and capabilities of team members
- Fails to consider the input of others when inclusiveness and engagement are key to team performance and morale
- Allows own stress to interfere with team efforts

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