Achieve results

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

8 Director behaviours · 5 ineffective

Leaders mobilize and manage resources to deliver on the priorities of the Government, improve outcomes and add value. They consider context, risks and business intelligence to support high-quality and timely decisions. They anticipate, plan, monitor progress and adjust as needed. Leaders take personal responsibility for their actions and outcomes of their decisions.

Effective behaviours: Director

Aligns people, work and systems to achieve program and policy efficiencies and results

TBS examples of behaviours, line 331

Quantifies, monitors and controls resources and costs

TBS examples of behaviours, line 332

Sets and revises goals and plans to reflect changing priorities or conditions

TBS examples of behaviours, line 333

Delegates responsibility and accountability to appropriate levels

TBS examples of behaviours, line 334

Informs decision-making with sound understanding of context, data and evidence

TBS examples of behaviours, line 335

Demonstrates and promotes stewardship of financial and organizational resources

TBS examples of behaviours, line 336

Makes challenging decisions and takes action at the opportune time

TBS examples of behaviours, line 337

Takes ownership and acknowledges impact and outcome of decisions

TBS examples of behaviours, line 338

A worked example: Delivering with less

What it shows: It shows quantifying and controlling resources and costs, revising plans as conditions change, delegating, and owning the decision.

How a board reads it

Look for resources and decisions: what you had, how you aligned it, what you decided and when, and the measurable result you own.

Ineffective behaviours, for all roles

- Provides direction that is either insufficient or overly prescriptive and controlling
- Argues against or impedes decisions made by the organization
- Attributes failures to individuals or previous administrations
- Focuses on process at the expense of results
- Abdicates decision-making responsibilities to other levels

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