Create vision and strategy

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

5 Director behaviours · 3 ineffective

Leaders define the future and chart a path forward. They are adept at understanding and communicating context, factoring in the economic, social and political environment. Intellectually agile, they leverage their deep and broad knowledge, build on diverse ideas and perspectives and create consensus around compelling visions. Leaders balance organizational and government-wide priorities and improve outcomes for Canada and Canadians.

Effective behaviours: Director

Informs analysis with a thorough understanding of the environment

TBS examples of behaviours, line 49

Engages others to translate implementation strategies into concrete objectives

TBS examples of behaviours, line 50

Contributes expertise and insight to the development of organizational strategies

TBS examples of behaviours, line 51

Communicates with clarity and conviction

TBS examples of behaviours, line 52

Implements strategies that respond to organizational priorities that improve outcomes for Canada and Canadians

TBS examples of behaviours, line 53

A worked example: Turning a new priority into a plan

What it shows: It shows the Director behaviours on reading the environment and translating strategy into concrete objectives, with a measured result.

How a board reads it

Look for an answer that starts from the environment (what changed and why it mattered), shows how a broad direction became concrete objectives, and ends with outcomes for Canadians, not only for the unit.

Ineffective behaviours, for all roles

- Fails to consider resource constraints when developing strategies and plans
- Allows day-to-day issues to obstruct critical long-term planning
- Overlooks issues and information that may hinder the implementation of key aspects of the vision

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