



## Competency Profile for Executive Leadership - Director

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### ADAPTABILITY

Adapting in order to work effectively in ambiguous or changing situations, and with diverse individuals and groups

**Level 4: Adapts plans and goals.**

- Adapts organizational or project plans to meet new demands and priorities.
- Revises project goals when circumstances demand it.
- Responds quickly to shifting opportunities and risks.

### CLIENT FOCUS

Providing service excellence to internal and/or external clients, addressing immediate and evolving client needs

**Level 5: Ensures continued service excellence.**

- Formulates strategies and processes to evaluate emerging and longer-term opportunities and threats to meeting clients' needs.
- Determines strategic business direction to best meet clients' evolving needs.
- Evaluates the client service model and service standards to identify areas for improvement.

### EXEMPLIFYING INTEGRITY

Treating others fairly, honestly and respectfully, furthering the integrity of the organization and its relationships of trust within the work environment and in the broader community

**Level 4: Identifies and handles strategic issues.**

- Develops policies and measures to integrate ethics within the organization.
- Implements standards and safeguards to protect the organization's integrity.
- Integrates ethics into every action of the organization – everything people do, touch or influence.
- Develops risk assessment processes to identify and mitigate ethical risks.
- Implements initiatives to enhance understanding of and commitment to ethics and integrity.

## THINKING STRATEGICALLY

Seeing and synthesizing different aspects of an issue, examining the full range of options and outcomes, and building frameworks to guide analysis and action

### Level 3: Identifies and handles strategic issues.

- Foresees longer-term implications of proposed positions, options and approaches that are not readily apparent.
- Exercises sound judgment in new situations in the absence of specific guidance.
- Evaluates emerging opportunities and risks when articulating astute and defensible options and recommendations.
- Selects new information to share with key stakeholders to influence their understanding and decisions.
- Identifies the organizational context and priorities, how they interact, and how they affect issues.

## INSPIRING OTHERS

Energizing and inspiring others to strive for excellence and commit to common goals and purposes, creating a sense of self-efficacy, resilience and persistence in followers

### Level 3: Fosters engagement across different teams.

- Resolves conflict across teams fairly and sensitively.
- Translates the mission of cross-functional collaborations into terms relevant to each team's work, generating excitement and commitment.
- Seeks to understand and address concerns and resistance in cross-team collaborations.
- Recognizes individual and group achievements and talents across functions.
- Facilitates teams to understand and align their objectives with cross-functional goals.

## DECISION MAKING

Applying critical thinking, good business sense and organizational values to make decisions involving varying levels of risk and ambiguity

### Level 4: Makes complex decisions in the face of ambiguity.

- Makes complex decisions for which there is no set procedure.
- Considers a multiplicity of interrelated factors for which there is incomplete and contradictory information.
- Balances competing priorities in reaching decisions.
- Takes crucial details into consideration, while maintaining a strategic perspective.
- Analyzes explicit and implicit dynamics and agendas of key stakeholders.

## **PARTNERING**

Seeking and building alliances, both within and beyond the organization, that further the organization's objectives

### **Level 3: Seeks partnership opportunities.**

- Identifies existing opportunities to partner and seeks out new partnership opportunities.
- Identifies potential partners to achieve short-term and long-term goals of the organization.
- Initiates partnerships and alliances that promote organizational objectives.

## **PLANNING AND ORGANIZING**

Making and following plans and allocating resources effectively to reach goals that are central to organizational success

### **Level 5: Plans and organizes at a strategic level.**

- Identifies objectives, priorities and strategies that provide direction for the organization.
- Implements strategies to monitor programs, tracking progress and optimal resource utilization and making adjustments as needed.
- Secures program or project resources in line with strategic direction.

## **VISIONING AND ALIGNMENT**

Actively shaping and communicating the organizational vision and values to ensure understanding and alignment throughout the organization

### **Level 4: Aligns strategic support.**

- Sets strategic goals and approaches in line with the organization's vision and values.
- Scans external and internal environments to identify and assess emerging trends, opportunities and threats that may influence future directions.
- Responds to emerging trends with initiatives that are aligned with the organization's vision and values.
- Promotes a shared understanding of the organization's vision and implications for organizational direction.

## LEADING CHANGE

Recognizing the need for change, being open to new ideas and methods, and championing transformational change within the organization and beyond

### **Level 3: Orchestrates changes initiatives that involve multiple teams and functions.**

- Explores different teams' reasons behind resistance to change.
- Guides teams in adjusting priorities and reallocating resources to effect change.
- Tracks the impact of change on multiple teams and functions, making adjustments as needed.
- Partners with change leaders and managers in planning, implementing and evaluating interventions to improve organizational performance.
- Enlists a guiding coalition group with strong formal and informal influence to lead change.
- Aligns multiple change initiatives as one unified effort and ensures the integration of plans, resources and pace.