



Competency Profile for Executive Leadership - Director

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.