

COMPETENCY PROFILE
Leadership and Management Program – University of Ottawa

Leadership	Leadership competencies	Effective behaviours		
		Group 1 *	Group 2 **	Group 3***
Personal	Is self-aware (Recognizes own feelings and those of others; self-motivates and effectively manages own emotions and relationships with others)	<ul style="list-style-type: none"> • Is aware of and able to manage own emotions; is aware of own preferences, personal resources and instincts 	<ul style="list-style-type: none"> • Is aware of and able to manage own emotions; is aware of own preferences, personal resources and instincts 	<ul style="list-style-type: none"> • Is aware of and able to manage own emotions; is aware of own preferences, personal resources and instincts
	Is flexible and open to new ideas and approaches (Adapts well to different situations, conditions, individuals or groups and work effectively in a variety of contexts)	<ul style="list-style-type: none"> • Is capable of team building in order to achieve common goals • Engages in open dialogue with members of team 	<ul style="list-style-type: none"> • Adapts message to different audiences and situations • Adjusts to new situations and conditions • Is open and at ease with new approaches, ideas and information • Demonstrates resiliency and self-control; remains positive in times of uncertainty or ambiguity 	<ul style="list-style-type: none"> • Adapts message to different audiences and situations • Adjusts to new situations and conditions • Is open and at ease with new approaches, ideas and information • Demonstrates resiliency and self-control; remains positive in times of uncertainty or ambiguity

*Group 1: Regular full-time employees who are members of SSUO or UOITP or in the NC job category group and who have a supervisory role.

**Group 2: Regular full-time employees in the NM job category group with a supervisory role.

***Group 3: Senior management. A program for group 3 employees will be developed in 2018.

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Leadership dimension	Leadership competencies	Effective behaviours		
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Operational skills	Carries out planned and long-term actions (Identifies conditions for effective operations, evaluates their impact, decides on actions based on priorities and deals effectively with changing situations)	<ul style="list-style-type: none"> • Understands unit's vision, communicates it clearly and motivates team to achieve it • Identifies the necessary activities, foresees the steps and develops timeline 	<ul style="list-style-type: none"> • Establishes and adjusts plans and strategies based on the strategic direction and operational pace • Provides leadership to team in carrying out unit's activities • Focuses on finding solutions and considers risks and constraints that may affect operations or a given project 	<ul style="list-style-type: none"> • Translates the University's vision and priorities into clear objectives for team • Establishes and communicates clear performance expectations and monitors them carefully • Re-examines mandate and vision in light of economic realities and the impact of proposed changes • Takes the lead in determining and clarifying acceptable level of risk to deliver high-quality results
	Uses a pragmatic and simple approach in decision making	<ul style="list-style-type: none"> • Allocates tasks in a way that provides others with enough flexibility to do their work • Initiates reflection and discussion on problematic situations in order to find solutions 	<ul style="list-style-type: none"> • Ensures a thorough understanding of issues in order to determine the best strategies possible and to seize opportunities for innovation • Implements strategies together with members of team and other key partners • Assumes responsibility for decisions regardless of their consequences • Establishes processes that provide a framework for activities and for assessing progress 	<ul style="list-style-type: none"> • Evaluates risk and develops indicators to assist with decision making and evaluating results • Demonstrates a solid understanding of complex issues in higher education in order to make decisions that consider the long-term interests of parties inside and outside the institution • Takes into account ethical dimensions when making decisions and maps future direction for the University and its community members

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Team and organizational culture	Has regular discussions related to employee development (Encourages staff and team development in line with the unit's mandate)	<ul style="list-style-type: none"> Regularly provides positive and constructive feedback on tasks performed Builds a sense of participation and contribution to unit's goals among employees 	<ul style="list-style-type: none"> Demonstrates confidence in employees' abilities by devoting time and resources to ensure ongoing learning Communicates importance of developing competencies during periods of change and gains support of employees Gives constructive feedback that focuses on challenges and behaviours rather than personalities 	<ul style="list-style-type: none"> Fosters development and creativity within organization by establishing a vision for employee learning and development Puts strategies and mechanisms in place to convey the vision Stays current on organizational trends in staff training
	Acknowledges and welcomes the perspectives of others (Favours a participatory management style through consensus building to encourage optimal team performance)	<ul style="list-style-type: none"> Creates a respectful environment that fosters dialogue so that employees can express themselves openly Asks others for ideas and encourages initiatives that foster teamwork Attaches importance to behaviours that foster greater teamwork Communicates the team's viewpoint and relevant information to decision makers 	<ul style="list-style-type: none"> Creates a positive environment that fosters open and constructive dialogue that will allow for continuous improvement of results Creates a workplace that fosters teamwork by creating opportunities for exchange that reflect the reality, issues and expectations of peers and other colleagues 	<ul style="list-style-type: none"> Develops partnerships with internal and external leaders to support success of various initiatives Seeks opportunities to forge strategic alliances with internal and external actors and partners Uses varied communication vehicles and opportunities to promote dialogue and develop a shared understanding and build consensus

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Strategic vision	<p>Recognizes and analyzes the complexities of numerous organizational variables and their combined effects</p> <p>(Understands how the organization works, its structure and its culture)</p>	<ul style="list-style-type: none"> Carries out specific activities linked to unit’s goals by taking into account variables present within the University’s official and informal structures 	<ul style="list-style-type: none"> Evaluates internal elements and issues and determines impact on unit Engages employees and colleagues to translate strategic goals into concrete actions Provides expertise and insights in the development of institutional priorities and strategies 	<ul style="list-style-type: none"> Understands core issues in order to respond to emerging challenges in postsecondary education Uses political, cultural and social contexts to position uOttawa or to address long-term issues critical for the institution Understands and communicates the relationship between the strategic goals of the different organizational levels
	Proposes initiatives that will bring about change within the organization	<ul style="list-style-type: none"> Stays current on opportunities to change and continually improve operations Encourages team to look at new ways of doing things and make changes to processes 	<ul style="list-style-type: none"> Ensures services meet quality expectations and needs and encourages innovation in order to improve performance levels Shows sound judgement and is open to suggestions for change, even during challenging times Lays the groundwork for continuing to make changes that allow the organization to innovate, evolve and adapt to the current climate 	<ul style="list-style-type: none"> Plays a leadership role in shaping the institutional vision, mission and guiding principles by observing global trends in a variety of industries Maintains relationships within professional networks Identify elements that will be instrumental in achieving the desired change

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