



## **LEADERSHIP COMPETENCIES**

<b>About this Guide</b>	This guide is intended as a tool to help in the Performance Management process, by defining performance measures and competencies and describing how each would be demonstrated behaviourally by performance level.
<b>What is a Competency?</b>	A competency is a cluster of interrelated knowledge, skills, attitudes, and values that are required to perform effectively in an identifiable area.
<b>Definitions</b>	In each section the behaviours supporting the performance measures and/or the competency has been defined, to provide a common understanding of these performance measures, related behaviours and supporting competencies.
<b>Descriptions of Performance</b>	For each of the performance measures and competencies, a description of the behaviors for either a “meets” or “exceeds” expectations ratings. The behaviours described as “meets” would also be demonstrated by anyone receiving an “exceeds” rating.



## Competency overview

- \* Accountability
- \* Analytical Thinking
- \* Analytical Decision-Making
- \* Build Effective Teams/Talent Management
- \* Communication
- \* Entrepreneurship/Strong Business Acumen
- \* Innovative Thinking/Innovation Management
- \* Integrity
- \* Managerial Courage
- \* Patient Focused
- \* Performance Management/Managing Associate Performance
- \* Personal Drive
- \* Proactive/Action Oriented
- \* Results Oriented
- \* Self-Awareness
- \* Strategic Agility
- \* Teamwork



<b>Accountability</b>	
<b>Definition/ Description:</b>	<b><i>Holds employees responsibly for their actions and results. Acts with urgency when resolving employee, Member, or business problems. Accepts responsibility for their team and their performance, immediately addresses performance issues. Encourages ownership.</i></b>
<b>Meets</b>	<p>Takes initiative to provide information and support employees to take ownership of their responsibilities.</p> <p>Counsels when questions arise about type of action or level, or urgency needed.</p> <p>Encourages innovative thinking from employees.</p> <p>Follows up on commitments and expectations in a timely fashion.</p> <p>Coaches employees on how to learn from mistakes and quickly apply that knowledge to new situations.</p>
<b>Exceeds</b>	<p>Teaches others how to take personal responsibility and ownership for both their team's and individual actions.</p> <p>Demonstrates the right balance between letting go and stepping in to help employees perform their job.</p> <p>Teaches others a sense of urgency by responding immediately and proactively when resolving Member, employee, or business problems and by setting tight deadlines and managing those deadlines.</p> <p>Challenges and motivates employees to develop new insights into situations and create innovative solutions to make organizational and business performance improvements.</p> <p>Effectively coaches others on how to handle difficult changes.</p> <p>Even when it's hard to do, owns and capitalizes on mistakes and helps employees see mistakes as learning opportunities.</p> <p>Willingly accepts the responsibilities for making tough decisions that have an impact on CDSS.</p>

### Analytical Thinking

<b>Definition/ Description:</b>	<i>Analyzing and synthesizing information to understand issues, identify options and support sound decision-making.</i>
<b>Meets</b>	<p>Breaks straightforward situations into discrete tasks or activities.</p> <p>Distinguishes between critical and irrelevant pieces of information.</p> <p>Gathers input/information from a few different sources to reach a conclusion.</p> <p>Identifies gaps in information and makes assumptions in order to continue the analysis and/or take action.</p> <p>Identifies critical connections and patterns in information/data.</p> <p>Draws logical conclusions based on in-depth analysis of information.</p>
<b>Exceeds</b>	<p>Identifies connections between situations that are not obviously related.</p> <p>Recognizes causes and consequences of actions and events that are not readily apparent.</p> <p>Analyses complex situations, breaking each into its constituent parts.</p> <p>Thinks several steps ahead in deciding on best course of action, anticipating likely outcomes.</p> <p>Develops conceptual frameworks that guide analysis by describing patterns of complex relationships among elements and events in the operating environment.</p>

### Analytical Decision-Making

<b>Definition/ Description:</b>	<p><i>Is able to balance intuition with analytics/reason; can evaluate ideas and information while referring to objective criteria to reach rational conclusion. Able to identify solutions and make recommendations based on a multiple of analytical factors, many of which are complex and sweeping in nature, difficult to define and often contradictory. Takes a systematic approach, recommends judgments that have wide-ranging impacts.</i></p>
<b>Meets</b>	<p>Applies guidelines and procedures that leave considerable room for discretion and interpretation.</p> <p>Makes decisions by weighing several factors, some of which are partially defined and entail missing pieces of critical information.</p> <p>As needed, involves the right people in the decision-making process.</p>
<b>Exceeds</b>	<p>Makes high-risk strategic decisions that have significant consequences.</p> <p>Uses principles, values, and sound business sense to make decisions.</p> <p>Makes decisions in a volatile environment in which the weight given to any factor can change rapidly.</p> <p>Reaches decisions assuredly in an environment of public scrutiny.</p>

**Builds Effective Teams/Talent Management**

**Definition/  
Description:**

*Plans for the right resources needed to accomplish business goals and objectives (quantity and quality); is able to align teams to common goals, individuals work collaboratively and defines success in terms of the whole team. Allow people to finish and be accountable for their work, is able to create strong morale and spirit in their team, creates a feeling of belonging and inspires others to do their best work.*

**Meets**

Identifies and develops highly productive team members who consistently accomplish goals; motivates individuals to work together effectively as a team.

Effectively builds and manages a team during changing and uncertain conditions by coaching and developing team members on how to handle change, and by encouraging teams to communicate often and clarify expectations with other team members.

Ensures that resources are available to the team when needed.

**Exceeds**

Consistently works to attract, develop, and retain highly productive team members and the right mix of talent for the team by effectively identifying the strengths, weaknesses, and characteristics of employees.

Inspires and develops individual team members to set high standards and goals by providing feedback, coaching, and mentoring.

Uses change management tools and principles to expertly guide and coach others to work as a highly effective team while dealing with change.

Is proactive in sharing talent from their team when the need arises.

When needed, step into an ineffective team, quickly assesses team dynamics and take the appropriate action to align the team.



<b>Communication</b>	
<b>Definition/ Description:</b>	<i>Listening to others, sharing information and ideas informally through text, e-mail, and conversations in one-on-one and group settings, and formally through scheduled meetings, written reports, and presentations.</i>
<b>Meets</b>	Communicates complex issues clearly and credibly with widely varied audiences. Communicates equally effectively with all organizational levels.
<b>Exceeds</b>	Handles difficult on-the-spot questions (i.e., from officials, interest groups or the media). Overcomes resistance and secures support for ideas or initiatives through high-impact communication.

**Entrepreneurship/Strong Business Acumen**

<b>Definition/ Description:</b>	<i>Can focus intensely on using levers that drive revenue and expense control. Aggressively drives for results that are beneficial to multiple stakeholders; evaluates overall success by examining the total impact of decisions and actions (i.e., safety, quality, Member satisfaction, productivity, morale) on financial results achieved. Understands key business drivers and performance indicators.</i>
<b>Meets</b>	<p>Demonstrates understanding of how own function/group adds value to the organization.</p> <p>Makes decisions that clearly support the CDSS Vision, Mission and Values, builds business cases for decisions/actions.</p> <p>Formulates optimal ways to improve services and procedures in the organization taking into account a longer-term and broader perspective.</p> <p>Customizes the execution of broad business strategies in own area with area specific initiatives.</p>
<b>Exceeds</b>	<p>Demonstrates thorough understanding of a wide range of elements of the organization’s business and the partners with which the organization is involved.</p> <p>Integrates this understanding into strategic planning and decision-making across functions or business unit boundaries.</p> <p>Continuously develops ideas for positioning the organization for long-term success.</p> <p>Appropriately trades off short-term disadvantages for long-term gains.</p> <p>Identifies breakthrough opportunities that will dramatically enhance patient safety.</p>

***Innovative Thinking/Innovation Management***

<b>Definition/ Description:</b>	<b><i>Generating viable new approaches and solutions.</i></b>
<b>Meets</b>	<p>Nurtures creativity.</p> <p>Provides expert insight into problems to assist others in researching and creating new approaches.</p> <p>Sponsors experimentation to maximize potential for innovation.</p> <p>Supports others in generating new and innovative approaches (i.e., by providing funding, building on new ideas, recognizing innovation).</p> <p>Encourages challenges to conventional approaches.</p>
<b>Exceeds</b>	<p>Develops high-impact approaches.</p> <p>Creates new concepts, models, innovations, or theories that have corporate impacts.</p> <p>Identifies unique approaches to deal with situations for which no known precedent exists.</p>

**Integrity**

<p><b>Definition/ Description:</b></p>	<p><b><i>Conducts themselves in a manner that is consistent with <b>the code of conduct</b>. Does not demonstrate nor tolerate disrespectful, improper, inappropriate, or dishonest behaviour.</i></b></p>
<p><b>Meets</b></p>	<p>Consistently supports company policies and CDSS commitment to ethical conduct and behaves in a manner consistent with CDSS values. Takes action to correct inappropriate behaviours. Is open and honest in interactions with others. Effectively uses common sense, seeks advice from others when in doubt.</p>
<p><b>Exceeds</b></p>	<ul style="list-style-type: none"> <li>• Champions CDSS values and commitment to ethical conduct and is a model for other employees in understanding the values and behaving accordingly.</li> <li>• Takes bold action, if necessary, to correct inappropriate behaviours, potential unethical activity, or conflicts of interest by other employees and sets clear expectations that others do the same.</li> <li>• Acts on opportunities that impact the broader enterprise.</li> <li>• Courageously does/says the “right” thing even when others may not agree or when doing the “right” thing may subject them to criticism.</li> </ul>

### **Managerial Courage**

<p><b>Definition/ Description:</b></p>	<p><i>Readily makes the ‘hard’ decisions where appropriate, and decisions are sound with appropriate factual documentation. Doesn’t hold back anything that needs to be said; provides current, direct, complete, and “actionable” positive and correct feedback to others. Lets people know where they stand and addresses performance issues promptly and in an appropriate manner.</i></p>
<p><b>Meets</b></p>	<p>Doesn’t hold back anything that needs to be said. Provides current, direct, complete, and “actionable” positive and corrective feedback to others. Lets people know where they stand. Completes monthly (or as required) coaching and development meetings with direct reports, and where required has specific development plans for direct reports to support the development of competencies and to drive business results improvement. Addresses performance issues promptly and in an appropriate manner with direct reports.</p>
<p><b>Exceeds</b></p>	<p>Continuously provides coaching and development to report directs and encourages development is applied on the job to impact results. Is successful in implementing the principles of Performance Management well beyond just the Performance Assessment, maintaining the full cycle of Clarifying Accountabilities, Setting Expectations, Coaching and the Performance Assessment. Readily makes the ‘hard’ decisions where appropriate, and decisions are sound with appropriate factual documentation.</p>

**Patient–Focus**

**Definition/  
Description:**

*Uses innovation to determine how to be patient relevant, determines strategic business direction to safely meet patients evolving needs. Strategically and systematically evaluates emerging and longer-term opportunities, threats, and risks; monitors, evaluates and as needed, renews the Patient service model and safety standards.*

**Meets**

Fosters a Customer Service culture by training and coaching employees to put the Customer first.

Prioritizes work (own and/or others) to ensure that Customer needs are met in an expedient manner.

Ensures that employees have the resources they need to provide Customer-centric solutions.

Sets an example by putting the Customer at the center of decisions he/she makes.

Analyzes Customer information and feedback to better understand Customer needs, resulting in service which always meets Customer’s expectations.

Knows their key Customers, those Customer’s expectations and consistently strives to meet their needs.

**Exceeds**

Serves as a leader in building Customer perception that CDSS is an industry leader.

Ensure that Customers receive the highest quality service, no matter how small the request, by setting clear expectations of employees and providing resources and support to enable them to always go to the extra mile to ensure Customer satisfaction.

Treats the Customer as a top priority by considering Customer needs in business priorities, internal communications, etc.

Uses Customer trend data, direct observation of the Customer experience, and information about the competition to set direction for the team.

Strategically and systematically evaluates emerging and longer-term opportunities and threats to meeting Customers’ needs.

Determines strategic business direction to best meet Customers’ evolving needs.

Monitors, evaluates, and as needed, renews the Customer service model and service standards.

**Performance Management/Managing Employee Performance**

**Definition/Description:** *Coaches individual employees using varying methods to promote morale, productivity and results. Uses following leadership functions to promote expected behaviours and outcomes:*  
*Planning and setting work expectations.*  
*Monitoring and measuring performance.*  
*Coaching and developing the capacity to perform.*  
*Periodically rating performance (i.e., conduct formal Performance Review).*  
*Recognizing and rewarding good performance.*

**Meets**

**Setting Goals:** setting long- and short-term goals with employees to provide focus to employee efforts. Effectively set goals supporting the Strategic plan to meet performance expectations. Able to clarify expectations and set realistic standards and targets.

**Measuring Performance:** able to set credible measures of performance that employees can understand and accept. Establishing measures that are both qualitative and quantitative and provide a means to monitor performance.

**Giving Feedback:** Provides feedback that informs, enlightens, and suggest improvements to employee performance. Describes specific work-related behaviours or results they have observed as close to an event as possible.

**Coaching and Developing:** Uses their coaching skills to evaluate and address developmental needs of their employees to help them select diverse experiences to gain necessary skills. They work with their employees to create a development plan that could include training, new assignments, job enrichment, self-study, or work details.

**Recognizing:** Effectively recognizes Employees in another performance management competency. Genuinely acknowledges a job well done to strengthen employee commitment to do their best. Is skilled at using recognition techniques, including a personal thank you and voicing verbal appreciation in staff meetings.

**Exceeds**

Sets direction by establishing a clear, shared vision and engaging in sustainable innovation activities—effectively and consistently involves employees in creating and implementing new concepts, models and approaches that are innovative and have a positive impact.

As a mentor, develops employees for leadership roles—recognizes leadership potential and capability in others and develops those skills by providing informal leadership opportunities where the employees can lead and influence the performance of others.

Viewed as a role model of desired behaviours—demonstrates leadership behaviours that employee’s model/adopt and aspire to in order to effectively lead performance, such as providing effective development and recognition feedback, setting goals/expectations, measuring/monitoring performance and coaching/developing.

<i>Personal Drive</i>	
<b>Definition/ Description:</b>	<b><i>Focusing efforts on achieving high quality results consistent with the organization's standards.</i></b>
<b>Meets</b>	<p>Is passionate, has a “can-do” attitude and wants to win.</p> <p>Exhibits the type of presence that builds confidence in others.</p> <p>Is energetic and enjoys challenges.</p> <p>Is accountable—accepts accountability for own results and the team’s.</p> <p>Is goal oriented and has a strong sense of purpose.</p>
<b>Exceeds</b>	<p>Encourages responsible risk taking to achieve high quality results.</p> <p>Ensures the development and use of objective criteria to measure and improve critical organizational processes and outputs.</p> <p>Ensures the active encouragement of ideas for improving outcomes and containing costs</p> <p>Takes leading action in clarifying the boundaries of acceptable risk, congruent with achieving high quality results.</p>

***Proactive/Action Oriented***

**Definition/ Description:** *Identifies immediate action needed, addresses current issues, addresses imminent issues or opportunities, seizes opportunities to enhance organizational performance/advance organizational goals and addresses future opportunities. Identifies risks and develops plans to achieve desired business results despite challenges.*

**Meets**

Brings issues to the attention of appropriate personnel as needed.

Offers ideas/suggests modified approaches to address current situations or issues.

Without promoting, undertakes straightforward tasks that go beyond the job's routine (i.e., helps others when own work is completed) **Addresses current issues.**

Identifies and acts on issues and problems in own area of responsibility instead of waiting or hoping the problem will resolve itself.

Tries varied approaches and solutions to resolve a problem.

Persists when marked difficulties arise. **Addresses imminent issues or opportunities.**

Takes action to avoid an imminent problem.

Capitalizes on an imminent opportunity.

Suggests ways to achieve better results or add value beyond the current situation.

Perseveres in seeking opportunities to advance organizational objectives in the near or immediate term.

**Exceeds**

Identifies and acts on opportunities to improve organizational processes or outcomes.

Perseveres in seeking solutions to complex issues despite significant and ongoing obstacles.

Creates opportunities to undertake initiatives that will benefit the organization in the near term.

Defines and addresses high-level challenges that may have the potential to influence the profession.

Anticipates long-term future (more than two years) opportunities and positions the organization to take advantage of them.



**Results Orientated**

<b>Definition/ Description:</b>	<i>Organizes time, work, and resources to accomplish objective in the most effective and efficient manner.</i>
<b>Meets</b>	Meets standards required in role. At times seeks ways to improve performance and results.
<b>Exceeds</b>	Surpasses all standards required in role. Consistently performs better year over year while contributing more than others. Consistently seeks new ways to improve performance and results. Expects more from themselves and challenges other to do the same.

### Self-Awareness

<b>Definition/ Description:</b>	<i>Identifying and addressing learning and developmental needs to enhance performance. Ability to think critically and reflectively about one's own behaviours (decisions and actions) and their impact on organizational performance including individual and team / unit behavior.</i>
<b>Meets</b>	<p>Seeks feedback, gains insight from mistakes.</p> <p>Is open to criticism, is non-defensive, is receptive to talking about personal shortcomings.</p> <p>Is aware of their emotions and how their emotion impacts behaviours and engages in skill-building activities.</p>
<b>Exceeds</b>	<p>Pursues challenging experiences beyond customary role or area of expertise to add value in current area.</p> <p>Strategically undertakes learning activities that, while not obviously linked to current position, ultimately provide contacts and content that will impact significantly on current work.</p> <p>Undertakes development opportunities to meet future organizational needs beyond own area.</p>

**Strategic Agility**

<b>Definition/ Description:</b>	<b><i>Adapting in order to work effectively in ambiguous or changing situations, and with diverse individuals and groups.</i></b>
<b>Meets</b>	<p>Displays a positive attitude in the face of ambiguity and change.</p> <p>Flexibly applies rules or procedures, while remaining guided by the organization’s Vision, Mission, Values and Strategic plan objectives.</p> <p>Adapts behavior to perform effectively under changing or unclear conditions.</p> <p>Supports and adapts to major changes that challenge traditional ways of operating.</p> <p>Anticipates change and adapts own plans and prioritizes accordingly.</p>
<b>Exceeds</b>	<p>Adapts organizational or project plans to meet new demands and priorities.</p> <p>Recognizes and responds quickly to shifting opportunities and risks.</p> <p>Adapts strategies, directions, priorities, structures, and processes to changing needs in the environment.</p> <p>Adapts behavior to perform effectively amidst continuous change, ambiguity and, at times, apparent chaos.</p> <p>Anticipates and capitalizes on emerging opportunities and risks.</p>

## Teamwork

<p><b>Definition/ Description:</b></p>	<p><i>Values diverse people: shares ideas, communicates honestly and respects others. Collaborates, debates, and unites with others in order to develop the best ideas. Seeks feedback and input; actively draws on the diverse ideas and contributions of the entire team. Communicates effectively with others from diverse backgrounds and perspectives and adjusts communication style as appropriate. Builds mutual understanding, consensus, and support among team members by communicating in a way that promotes understanding and commitment. Quickly gains the trust and respect of others by sharing feedback and information. Creates an environment that brings out the best in team members.</i></p>
<p><b>Meets</b></p>	<p>Adds value to the team effort by sharing knowledge and ideas.</p> <p>Participates fully in accomplishing team goals, encourages team members, and plays a key role in the team accomplishing its goals.</p> <p>Creates an environment in which people participate and speak candidly.</p> <p>Effectively adapts messages to various audiences.</p>
<p><b>Exceeds</b></p>	<p>Collaborates, debates, and seeks to understand and act on other team members' perspectives, insights, concerns, motivations, and feelings; integrates opposing views to improve understanding and decision-making.</p> <p>Significantly contributes to the effectiveness of the team through critical thinking and ability to add value to problem-solving solutions and consistently exceeding team goals.</p> <p>Repeatedly works through organizational roadblocks and makes significant changes happen to break down team barriers.</p> <p>Sets an example for the team by speaking up or reaching out to others, even when it is extremely difficult or risky (Managerial Courage).</p> <p>Communicates frequently and clearly to ensure that team goals and expected outcomes are clear and that commitment to goals is obtained.</p> <p>Repeatedly provides effective feedback to others and seeks honest feedback from others.</p>