



# STRATEGIC LOCAL GOVERNMENT LEADER PROFILE

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## BACKGROUND

The success of communities in today's complex world requires professionals who understand and excel in leadership. To guide the development of current and future local government leadership, the Society of Local Government Managers has developed three Leadership Profiles:

- **Strategic Leader** - Chief Administrative Officer, General Manager or Senior Director responsible for overall operations
- **Operational Leader** – Department Director or Manager or of a specific function
- **Tactical Leader** – Supervisor or Coordinator for front line delivery of services

This Leader Profile is for those individuals in, or aspiring to, the role of Strategic Leader (Manager). It may be used for:

- Effective Supervision - agreeing on leadership expectations that are most relevant to the employee's role in the organization
- Self-Assessment - considering leadership strengths and weaknesses in view of strategic organizational needs
- Personal Learning - developing a personal leadership learning plan guided by current and future leadership expectations
- Succession Planning - articulating the expectations for future leadership opportunities to prepare individuals for career advancement
- Performance Management - providing meaningful performance feedback based on mutually agreed upon success indicators and expectations
- Effective Recruitment - defining competencies to select ideal candidates with leadership potential
- Meaningful Recognition - celebrating success and recognizing others to promote service excellence

Strategic Leader Self-Assessment involves two steps:

1. **Reviewing expectations** - competencies and expectations for the leadership role
2. **Assessing competence** - current proficiency for the leadership role

The purpose and process for each step is described along with an example using the attached Leader Assessment Worksheet. Once completed, the leadership assessment can be followed up with a personal leadership learning plan to enhance individual leadership capacity.

# ASSESSMENT

## **STEP 1 - Reviewing expectations** - competencies and expectations for the leadership role

1. Review the leadership competencies of an Strategic Leader.
2. Review the expectations (knowledge, skills, behaviors and abilities) associated with the competence level for your leadership role.

## **STEP 2 - Assessing competence** - current proficiency for the leadership role

3. Reflect on your performance for each competency. Consider recent experiences, your last performance evaluation and feedback you may have received from Council, peers or members of your team.
4. Consider your performance for each of the Strategic Leader competencies:
  - Area for Development - strengths that should be maximized for current performance or future leadership potential.
  - Area for Improvement - weaknesses to work on to achieve the competence level required of the position.
5. Specify details of your assessment in terms of skills, abilities, knowledge and behaviors which are associated with the expectations for each competency. Be specific. It is okay to state both improvement and development areas for a competency.

OPTIONAL - Solicit the views of your mentor, peers or members of your team to further validate and/or enrich your self-assessment. You may wish to request input from others by providing them with a copy of your completed assessment or provide them a copy with column two and three blank. Always discuss the comments from others to ensure your complete understanding of their assessment.

# STRATEGIC LEADER ASSESSMENT WORKSHEET

COMPETENCIES/ Expectations	ASSESSMENT CRITERIA	ASSESSMENT - Develop or Improve
<p><b>1. <u>COMMUNICATES CLEARLY</u></b>  <b>Activities such as:</b></p> <ul style="list-style-type: none"> <li>• Listens to others</li> <li>• Provides instructions</li> <li>• Clarifies goals and targets or objectives</li> <li>• Presents proposals &amp; recommendations</li> </ul> <p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• Seeks to understand differing views</li> <li>• Clarifies thoughts to be understood</li> <li>• Provides &amp; accepts constructive feedback</li> <li>• Provides quality reports &amp; presentations</li> <li>• Effective public communication</li> <li>• Nurtures culture of information sharing</li> </ul>	<p><b>Assessment Consideration</b></p> <ul style="list-style-type: none"> <li>• Strong active listening skills</li> <li>• Seeks to Understand then be understood</li> <li>• Ensures direction is clearly understood</li> <li>• Maintains open 2 way dialogue</li> <li>• Ensures documentation of direction</li> <li>• Adapt to the situation and audience</li> <li>• Public speaking and presentation skills</li> <li>• Maintains consistent message</li> <li>• Keeps Elected Officials briefed</li> <li>• Seeks opportunities for communication</li> <li>• Provide consistent access to information</li> <li>• Support message with action</li> </ul>	
<p><b>2. <u>COACHES OTHERS</u></b>  <b>Activities such as:</b></p> <ul style="list-style-type: none"> <li>• Coaches personal development of others</li> <li>• Enhances subordinate performance</li> <li>• Provides behavioral feedback</li> <li>• Promotes a learning culture</li> </ul> <p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• Succession plan in place</li> <li>• Regular performance feedback</li> <li>• Learning plans are in place</li> <li>• Workplace behavioural issue resolution</li> <li>• Personal lifelong learning – ‘walks the talk’</li> <li>• Timely performance issue management</li> </ul>	<p><b>Assessment Consideration</b></p> <ul style="list-style-type: none"> <li>• Provides Mentorship</li> <li>• Ensures Performance review in place</li> <li>• Holds regular one on one communications.</li> <li>• Establish development goals for staff</li> <li>• Managing expectations</li> <li>• Positive motivator</li> <li>• Help others to learn from mistake</li> <li>• Take emotional side out of picture</li> <li>• Encourage Council learning opportunities</li> </ul>	

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<p><b>3. <u>BUILDS EFFECTIVE TEAMS</u></b></p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Clarifies roles &amp; responsibilities</li> <li>• Monitors intra-team relationships</li> <li>• Facilitates effective group processes</li> <li>• Develops shared vision and goals</li> </ul> <p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• ‘Hands off’ - self-functioning teams</li> <li>• Roles are appropriate and recognized</li> <li>• Consensus for goals</li> <li>• Regular team check-ins</li> <li>• Flexible facilitation approach</li> <li>• Group conflict resolution</li> </ul>	<p><b>Assessment Consideration</b></p> <ul style="list-style-type: none"> <li>• Fosters trust – confidence</li> <li>• Respect diversity of opinions</li> <li>• Supportive of team members</li> <li>• Communicate goals</li> <li>• Team coordination</li> <li>• Respect of what each other is doing</li> <li>• Formal and informal checking</li> <li>• Feedback</li> <li>• Supports inter team relationship</li> <li>• Project charter to clarify group expectations</li> </ul>	
<p><b>4. <u>MOTIVATES OTHERS</u></b></p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Facilitates recognition programs</li> <li>• Creates supportive culture</li> <li>• Sources opportunities for new challenges</li> <li>• Recognizes work of others</li> </ul> <p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• Creative incentive programs</li> <li>• Mutually supportive environment</li> <li>• Fair personnel practices</li> <li>• Effective staff engagement processes</li> <li>• Displays low turn-over rates</li> <li>• Frequent success celebration</li> </ul>	<p><b>Assessment Consideration</b></p> <ul style="list-style-type: none"> <li>• Celebrate success</li> <li>• Provides recognition for success</li> <li>• Encourage and value contributions</li> <li>• Willing to allow and take Risk</li> <li>• Provide tools needed to meet expectations</li> <li>• Positive incentive</li> <li>• Create culture of high job satisfaction</li> <li>• Supportive without micro-management</li> <li>• Provide regular constructive feedback</li> <li>• Promote the value of every position</li> <li>• Address disengaged team members</li> <li>• Healthy turnover &amp; low turnover rates</li> </ul>	

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<p><b>5. DELEGATES RESPONSIBILITY</b></p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Creates empowering culture</li> <li>• Avoids duplication of responsibilities</li> <li>• Supports 'trail &amp; error' learning</li> <li>• Ensures resources are in place for success</li> </ul> <p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• Things done by right people at right time</li> <li>• Accountability for results</li> <li>• Staff workplace satisfaction</li> <li>• Customer service satisfaction</li> <li>• Decisions made throughout organization</li> <li>• Clear hierarchy for responsibilities</li> </ul>	<p><b>Assessment Consideration</b></p> <ul style="list-style-type: none"> <li>• Avoid micro-managing</li> <li>• Support decision making organization-wide</li> <li>• Ensures resources are in place</li> <li>• Creative, innovative &amp; responsive thinking</li> </ul>	
<p><b>6. EMPLOYS SYSTEMS THINKING</b></p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Understands the big picture – public interest</li> <li>• Sees linkages between strategy &amp; action</li> <li>• Grasps complexities / relationship of issues</li> <li>• Identifies policy &amp; priority contradictions</li> </ul> <p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• Complex matters are simplified</li> <li>• Reduction of duplication of effort</li> <li>• Less conflict in decision-making</li> <li>• Innovative approaches and solutions</li> <li>• Diverse problem solving methods</li> <li>• Seamless processes and systems</li> </ul>	<p><b>Assessment Consideration</b></p> <ul style="list-style-type: none"> <li>• Doesn't sweat the small stuff</li> <li>• Makes decisive decisions</li> <li>• Capability to see the issues</li> <li>• Willing to make decisions.</li> <li>• Encourage discussion in decision making</li> <li>• Create efficiencies</li> <li>• Focus on consensual decision making</li> </ul>	

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<p><b>7. <u>NURTURES RELATIONSHIPS</u></b></p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Takes time to know others</li> <li>• Builds trust and respect</li> <li>• Leaves ego at the door</li> <li>• Moves towards win/win situations</li> </ul> <p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• Other people feel understood</li> <li>• Personal/work life balance</li> <li>• ‘Open door’ is a reality</li> <li>• Fun workplace and relationships</li> <li>• Supportive, comfortable work environment</li> <li>• Principle-based behaviors</li> </ul>	<p><b>Assessment Consideration</b></p> <ul style="list-style-type: none"> <li>• CAO respects work life balance of staff</li> <li>• Takes time to know others</li> <li>• Modeling organizational values</li> <li>• Networks with other professionals</li> <li>• Involved in professional groups</li> <li>• Establishes links to Federal Government</li> <li>• Establishes links to Province</li> <li>• Establishes links to nearby local governments</li> </ul>	
<p><b>8. <u>CREATES A SHARED VISION</u></b></p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Support Council’s public interest pursuit</li> <li>• Articulates preferred future with passion</li> <li>• Facilitates strategic change processes</li> <li>• Communicates outcomes to achieve goals</li> </ul> <p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• Strategic documents are used</li> <li>• Plans translated into action plans</li> <li>• Progress and adjustment system in place</li> <li>• Strategic direction is understood</li> <li>• Decisions linked to strategic plan</li> <li>• Council/staff strategic direction alignment</li> </ul>	<p><b>Assessment Consideration</b></p> <ul style="list-style-type: none"> <li>• Living the strategic plan</li> <li>• Revisit plan to refocus on end goals.</li> <li>• Prepare future planning</li> <li>• Strategic documents used and updated</li> <li>• Strategic plans translated</li> <li>• Progress and adjust the system in place</li> <li>• Facilitates strategic change process</li> <li>• Encourage staff engagement of strategic plan</li> </ul>	

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<p><b>9. <u>DEVELOPS PUBLIC RELATIONS</u></b></p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Understands public interest</li> <li>• Promotes public confidence in organization</li> <li>• Reconciles diverse service expectations</li> <li>• Champions client - centered service</li> </ul> <p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• Customer concern process in place</li> <li>• Strong customer service ethic</li> <li>• Consistent public communication efforts</li> <li>• Timely response to emerging issues</li> <li>• Diverse public engagement efforts</li> <li>• High customer satisfaction rate</li> </ul>	<p><b>Assessment Consideration</b></p> <ul style="list-style-type: none"> <li>• How do you engage the public</li> <li>• High customer satisfaction rate</li> <li>• Open transparent timely communication</li> <li>• Utilize all media including social</li> <li>• Understanding community values/ culture</li> <li>• Provide public information via various methods.</li> <li>• Public have access to information</li> </ul>	
<p><b>10. <u>DISPLAYS POLITICAL SAVVY</u></b></p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Understands governance responsibilities</li> <li>• Knows when to step in</li> <li>• Bridges the political/administrative interface</li> <li>• Ensures implementation of council decisions</li> </ul> <p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• Thorough policy, risk and options analysis</li> <li>• Sensitive to political expectations &amp; needs</li> <li>• Positive political/administrative interface</li> <li>• Council confidence in administration</li> <li>• Objective advice with 'no fear'</li> <li>• Elected officials see success</li> </ul>	<p><b>Assessment Consideration</b></p> <ul style="list-style-type: none"> <li>• Know when to step-out not just when to step-in</li> <li>• Communicate big picture to staff</li> <li>• Respect between Council and Admin</li> <li>• Implements Council decision</li> <li>• Give objective advice</li> <li>• Mutual respect</li> </ul>	