



Government
of Canada

Gouvernement
du Canada

Behaviours

Ineffective

Key Leadership Competencies

Generic Ineffective Behaviours

Deputy Minister to Supervisor

FOR ALL LEVELS

VALUES AND ETHICS — *Serving through integrity and respect*

- ▶ Attempts to cover up mistakes
- ▶ Avoids speaking truth to power
- ▶ Lays blame on individuals or previous regimes
- ▶ Shows little respect for diverse opinions or beliefs
- ▶ Mistreats others
- ▶ Abuses power
- ▶ Tolerates abusive behaviour by others
- ▶ Demotivates or offends others through cynicism or aggression
- ▶ Shows favouritism or bias
- ▶ Places personal or organizational goals ahead of Government of Canada objectives
- ▶ Allows emotions to sway ethical judgment

STRATEGIC THINKING — *Innovating through Analysis and Ideas*

Analysis

- ▶ Depends on a narrow range of expertise and opinion
- ▶ Excludes other levels or partners in framing strategy
- ▶ Ignores new information or changing circumstances
- ▶ Demonstrates insensitivity to national, regional, or PS context
- ▶ Does not analyze own strengths and weaknesses or listen to feedback

Ideas

- ▶ Abdicates responsibility for guiding or contributing to the departmental vision
- ▶ Designs response to short-term pressure without consideration of long-term implications
- ▶ Designs long-term plans without consideration of short-term implications
- ▶ Provides a vision, strategy, or advice that is not in line with the mandate
- ▶ Ignores the impact of strategies on stakeholders, partners
- ▶ Develops or promotes strategies or plans that are too detail-oriented or too abstract

ENGAGEMENT — *Mobilizing people, organizations, partners*

- ▶ Acts as sole decision maker or stakeholder
- ▶ Hoards information
- ▶ Abdicates communication responsibilities to other levels
- ▶ Fails to work horizontally with key partners
- ▶ Fails to build behind-the-scenes support
- ▶ Alienates others through anger, aggression, over-confidence, or lack of self-awareness
- ▶ Refuses to consider and incorporate the views of others
- ▶ Avoids dealing with contentious issues

MANAGEMENT EXCELLENCE — *Delivering through Action Management, People Management, Financial Management*

Action Management — *Design and Execution*

- ▶ Develops an ineffective plan to achieve goals
- ▶ Retains ineffective structures, systems, or programs
- ▶ Hesitates to make decisions or take required action
- ▶ Provides insufficient, abstract, or sporadic direction
- ▶ Refuses to acknowledge poor results
- ▶ Deals ineffectively with own stress
- ▶ Focusses on one file or activity to the detriment of others
- ▶ Backs down in the face of obstacles or challenge
- ▶ Focusses solely on crisis management and the short term
- ▶ Acts impulsively
- ▶ Focusses on turf building rather than organizational stewardship
- ▶ Conducts superfluous consultation or analysis to avoid taking action or responsibility
- ▶ Micromanages

People Management — *Individuals and Workforce*

- ▶ Fails to provide staff with the tools they need to work and/or develop
- ▶ Fails to acknowledge contributions and successes
- ▶ Dwells on mistakes and failures
- ▶ Fails to deal with conflict
- ▶ Builds insufficient workforce capacity
- ▶ Abdicates responsibility for HR Planning
- ▶ Does not deliver the hard messages when giving feedback
- ▶ Fails to deal with ineffective staff
- ▶ Fails to ensure complementary strengths in teams, workforce
- ▶ Designs workforce exclusively for short-term needs

Financial Management — *Budgets and Assets*

- ▶ Continues to invest resources in an unsuccessful course of action
- ▶ Fails to integrate financial and management information
- ▶ Ignores audit or evaluation results
- ▶ Fails to ensure integrity of information, analysis, and reporting
- ▶ Fails to practice rigorous financial management
- ▶ Fails to ensure sufficient capacity for sound financial practices

