

Leadership Profile





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I N T R O D U C T I O N

DIAND employees across the country—and across the board—want to contribute to the organization's ongoing transformation; they want to create a more positive work environment.

To help employees achieve this goal, DIAND adopted a Leadership Profile in 1996. The Profile outlines the competencies needed to transform and improve DIAND as it moves to meet the challenges of the 21st century. In 1998, DIAND used a consultative process to flesh out the profile on both an individual and a corporate level; the goal was to identify specific behavioural indicators that can be used to develop self-assessment, performance evaluation tools, learning plans, and training programs.

The attached Leadership Profile reflects input and feedback from hundreds of employees across the country who participated in focus groups and validation sessions. These employees were passionate about leadership development at DIAND, and made it clear that they wanted DIAND's Leadership Profile to reflect the department's unique culture of shared leadership and teamwork.

At DIAND, leadership is seen as a set of competencies that everyone can develop; these skills are not limited to certain positions or restricted to

senior levels. Accordingly, the Leadership Profile focuses on the same behavioural indicators for employees at all levels. The specific applications of the behaviours may vary, and more senior employees will be the most visible role models. That said, all DIAND employees will use the same definitions in assessing and improving their competencies by participating in learning activities in Communication, Team Building and Facilitation, Win-Win Negotiation, Flexibility and Innovation, Risk Taking and Seeing the Big Picture.

Partnership is a way of doing business in DIAND; therefore, several of the behavioural indicators within the competencies reflect this approach.

In addition to these competencies, a set of personal values emerged as fundamental to the transformation of DIAND and the creation of a more positive work environment in which the competencies can take root. Underlying them is the concept of strength and perseverance, of being able to work together and with our partners through difficulties or adversities – of accepting the possibility of temporary setbacks or disappointments, but not failure. These values are part of the Leadership Profile, and can serve as a starting point for further exploration and consensus.

COMMUNICATION

Exchanging information and ideas, using media and methods to foster understanding and build productive working relationships both inside and outside DIAND.

BEHAVIOURAL INDICATORS

- ✓ is accessible and available for communication
- ✓ shows sensitivity to various audiences by engaging their attention and adapting messages to suit them
- ✓ frames individual communications within the larger context
- ✓ shares relevant information and expectations openly, honestly, clearly, concisely and in a timely fashion
- ✓ listens actively and asks questions with an open mind
- ✓ shows sensitivity towards others by seeking to understand before seeking to be understood
- ✓ checks assumptions before taking action
- ✓ offers and receives feedback and constructive criticism in the interest of improving effectiveness
- ✓ relieves stress by finding reasons to laugh and have fun at work

TEAM BUILDING AND FACILITATION

Working hard to create an environment where people work together and are inspired to contribute their full potential to the establishment and accomplishment of mutual goals.

BEHAVIOURAL INDICATORS

- ✓ encourages teamwork in order to strengthen internal and external networks
- ✓ puts team goals first by understanding and articulating them clearly
- ✓ recognizes and manages difficult relationships by encouraging people to value other viewpoints and focus on the issues
- ✓ seeks out and welcomes diverse ideas, skills and interests, and uses them to achieve team goals
- ✓ creates a nurturing climate by valuing all team members, treating each fairly, and supporting their development equitably
- ✓ shares leadership and helps the team become interdependent by facilitating participation and group interaction

- ✔ *demonstrates enthusiasm and recognition for people and projects by sharing accountability*
- ✔ *acts as a role model in building and sustaining a team culture*
- ✔ *empowers the team and trusts them to deal with real problems by allowing time for consensus to develop*

WIN - WIN NEGOTIATION

Building on common interests to achieve results that are acceptable to all parties involved, nurturing productive working relationships inside and outside DIAND.

BEHAVIOURAL INDICATORS

- ✔ *demonstrates a win-win philosophy in all internal and external interactions*
- ✔ *takes care to understand the mandate, key issues and limitations in preparation for negotiation*
- ✔ *strives to understand the underlying interests of all parties by listening and discussing a wide range of possible solutions*
- ✔ *sets aside personal agendas in order to achieve results that are acceptable to everyone*
- ✔ *focuses on interests and not positions by disclosing own interests in a straightforward manner and by remaining calm and poised in stressful situations*
- ✔ *starts off by looking for areas of agreement*
- ✔ *takes into account personal and cultural differences*
- ✔ *recognizes the importance of people by trusting them and by treating them with fairness and dignity*
- ✔ *keeps promises and fulfills commitments*

FLEXIBILITY AND INNOVATION

Seeking out new opportunities and solutions by looking for better ways to get the job done, and by thriving on change and continuous improvement.

BEHAVIOURAL INDICATORS

- ✔ *challenges the status quo and encourages others to do the same by exploring new ways to do business*
- ✔ *finds ways to say “yes,” get things done and use new approaches and technologies, while guided by departmental principles and goals*
- ✔ *builds teams and manages projects in a flexible way that fosters creativity*
- ✔ *takes changing priorities and new developments in stride, even in the face of ambiguity*
- ✔ *recognizes and addresses the impact of new opportunities on others by listening to concerns, and explaining the reasons for and effects of change*
- ✔ *understands that individuals respond to change differently, understands their resistance and helps them adjust*
- ✔ *commits to continuous improvement by questioning self and others, and by acknowledging mistakes and learning from them*
- ✔ *solves problems by seeking out ideas from a variety of sources*
- ✔ *seeks opportunities to build partnerships and integrate processes, products and systems by learning from others, both inside and outside DIAND*

RISK TAKING

Taking reasonable risks in order to achieve desired results, in an environment of mutual support, and in light of stakeholder considerations.

BEHAVIOURAL INDICATORS

- ✔ *takes reasoned risks in order to achieve organizational goals*
- ✔ *acknowledges both the short- and long-term impacts of risk*
- ✔ *reviews and analyzes available facts, and exercises good judgment before taking action*
- ✔ *promotes risk taking by applying the widest possible interpretation of policy*
- ✔ *facilitates understanding and buy-in by discussing rationale for risk taking*

- ✔ demonstrates understanding of the nature of risk by preparing a fallback position
- ✔ is self-confident in voicing opinions, and is willing to be held accountable for recommendations and actions
- ✔ streamlines reporting requirements and eliminates red tape where possible
- ✔ empowers others to take risks, supports them when things go wrong, and encourages them to learn from set-backs and failures

SEEING THE BIG PICTURE

Understanding how the parts of DIAND contribute to the department as a whole, how DIAND links with the rest of the federal Public Service, with its First Nations and Northern partners as well as other levels of government, and how it contributes to the evolving future of Canada in the global context.

BEHAVIOURAL INDICATORS

- ✔ shows sensitivity to both the internal and external environment by seeking and sharing information across boundaries
- ✔ cultivates productive relationships with partners and stakeholders
- ✔ demonstrates an understanding of what DIAND and its partners can accomplish together by articulating the Mission and its implications, and by using it consistently to integrate new information, guide decisions and focus activities
- ✔ anticipates the future by understanding the implications of today's work in tomorrow's context, and planning accordingly
- ✔ recognizes and adapts to regional and sectoral differences by putting specific priorities, initiatives, actions and decisions into the broader context
- ✔ encourages others to see the big picture by demonstrating how various internal and external functions interrelate
- ✔ works to reduce duplication by encouraging the sharing of resources and processes throughout DIAND and with its partners
- ✔ alerts others to issues that have implications for them by explaining the "why" as well as the "what" and "how"
- ✔ fosters a reasoned approach to work by being sensitive to the need for balance between people's personal and professional lives

CORE VALUES FOR DIAND EMPLOYEES

AS A DIAND EMPLOYEE, I ASSUME INDIVIDUAL RESPONSIBILITY AND ACCOUNTABILITY FOR BEHAVING CONSISTENTLY WITH THE FOLLOWING VALUES:

RESPECT	I put people first, recognizing their dignity and knowing that individual and cultural differences strengthen DIAND.
BALANCE	I recognize that I am more productive when I lead a balanced life. I strive to achieve a balance between work, family and community responsibilities.
INTEGRITY	I do what I say I will do. When my actions match my words and I fulfill my commitments, I am contributing to a more positive work environment.
HONESTY	I tell the truth. I avoid giving mixed messages, or saying different things to different people.
FAIRNESS	I make decisions objectively, without favoritism. My decisions lead to the just and equitable treatment of employees, partners and stakeholders.
TRANSPARENCY	I explain my decisions and actions clearly, hold them open to scrutiny and ensure that they reflect the best interests of the organization, its employees, its partners and its stakeholders.
COMMITMENT TO LEARNING	I seek opportunities to learn continuously. I do not blame myself or others for honest mistakes.
MUTUAL SUPPORT	I am a contributing member of the DIAND team. I look for ways to help and support others in the shared accomplishment of DIAND's objectives.