

APPENDIX 3: LEADERSHIP COMPETENCY MODEL FOR OXFORD COUNTY



STRATEGIC THINKING

- Advises and plans based on analysis and trends, and understands how these link the responsibilities, capabilities, and potential of the organization.
- Scans an ever-changing, complex environment in anticipation of emerging crises and opportunities.
- Develops well-informed advice and strategies that are sensitive to the various needs of multiple stakeholders and partners, reflects the strategic direction of municipal government and positions the County for success.

EMERGING LEADER

- Knowledgeable in current and possible future policies, practices, trends, technology, and the department and organization.
- Makes well-thought-out recommendations to management and clients.
- Integrates information from multiple sources to form a comprehensive perspective.

LEADER

- Translates vision and policy into concrete direction and plans.
- Links corporate programs and services to departmental policies.
- Frames questions and analysis with a thorough understanding of organizational and departmental issues and priorities.
- Designs solutions to operational problems.
- Anticipates emerging issues/changing context and develops strategies to resolve problems or take advantage of opportunities.

CHAMPION

- Frames issues with a thorough understanding of County issues, problems and plans.
- Identifies links among economic trends, stakeholder concerns, public service values and regional issues.
- Identifies issues in complex, ambiguous and rapidly changing contexts.
- Incorporates vision and strategic planning into the full range of the organization's activities.
- Sets a clear long-term strategic direction and empowers others to develop plans to achieve the direction.

APPENDIX 3: LEADERSHIP COMPETENCY MODEL FOR OXFORD COUNTY



MOTIVATING PEOPLE & ACHIEVING RESULTS

- Demonstrates initiative and resourcefulness to get things done.
- Provides clear direction and expectations.
- Acts to ensure others perform in accordance with clear expectations and goals.
- Motivates others to achieve expected outcomes.



- Participates in setting attainable team goals, priorities and work plans.
- Can clearly articulate goals (organizational, team and individual) and what is required to achieve them.
- Shows respect for capabilities of others and speaks of team members in positive terms.
- Maintains focus on priority activities.
- Coaches others and motivates people to achieve quality results.

- Works with people to set challenging and achievable goals with clear accountabilities for results.
- Makes timely decisions to move work forward. Takes calculated risks to improve services and achieve goals.
- Addresses performances in a timely way and acts to improve performance.

- Sets achievable departmental and organizational goals and priorities.
- Ensures adequate resources are directed to meet stated goals and priorities.
- Balances immediate needs and longer range priorities.
- Executes organizational business plan to achieve results.

APPENDIX 3: LEADERSHIP COMPETENCY MODEL FOR OXFORD COUNTY



PROJECT/PROCESS MANAGEMENT

- Understands the structure and culture of the organization and is able to accomplish results through the most effective channels.
- Manages effectively within the County systems, operational policies, and the public service environment.



EMERGING LEADER

- Responds effectively to unforeseen problems.
- Demonstrates a thorough understanding of structures and processes within own work group.
- Develops and uses informal relationships beyond own work group to get things done (i.e., knows who to ask for what).
- Ensures quality and quantity standards are met.

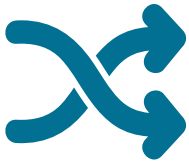
LEADER

- Recognizes and uses corporate culture, County processes and underlying knowledge to produce best results.
- Contributes to the creation, revision or improvement of County policies and practices.
- Defines outcomes and expectations based on customer requirements.
- Develops a work plan with tasks, time frames, milestones, resources, and dependencies.

CHAMPION

- Demonstrates an in-depth knowledge and understanding of business planning, accountability practices and management systems.
- Represents Oxford County at municipal level on task forces and learns to provide perspectives on program initiatives and processes.
- Sets deadlines in a way that gets commitment from all parties involved.
- Ensures support for projects and implements organizational goals and strategic objectives.

APPENDIX 3: LEADERSHIP COMPETENCY MODEL FOR OXFORD COUNTY



FOSTERING CHANGE

- Works to continually understand, engage in and implement organizational changes and technologies that improve processes, practices and outcomes.
- Is flexible and adaptable in meeting the changing demands of clients, stakeholders and the public.



EMERGING LEADER

- Adapts plans in response to changes in direction and priorities.
- Understands the changing needs of clients, stakeholders and the public.
- Facilitates the implementation and acceptance of change.
- Addresses change resistance and shows empathy towards people who feel a loss as a result of change.

LEADER

- Able to communicate the vision for a change to those affected. Actively involves others in the process.
- Helps others to successfully manage organizational change.
- Facilitates groups or teams through the problem-solving and creative-thinking processes leading to the development and implementation of new approaches, systems, structures, and methods.
- Develops, plans, and follows through on change initiatives.
- Anticipates resistance to change and utilizes effective strategies to address those issues.

CHAMPION

- Creates a culture where change and challenging the status quo is expected and supported.
- Takes action to align the organization (people, processes, structure, technology) with planned changes.
- Encourages and supports organizational changes needed to improve the organization's effectiveness.
- Acts as a champion for change.