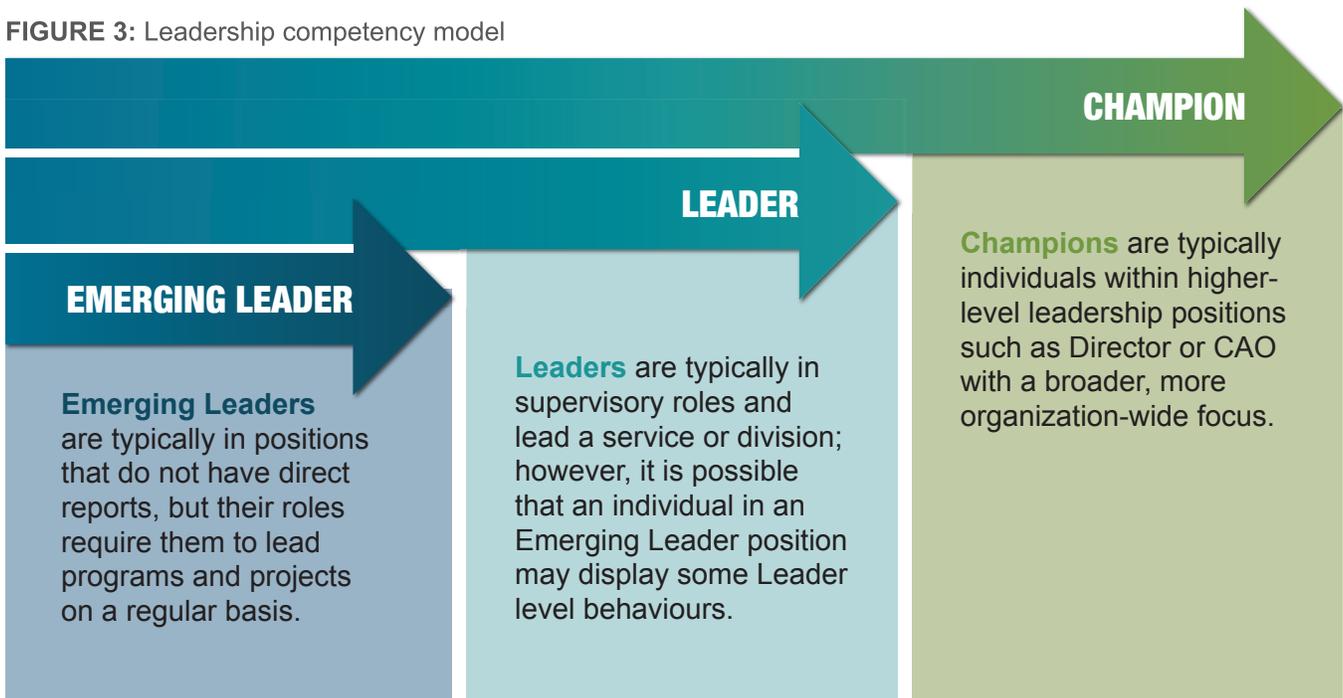


# LEADERSHIP COMPETENCIES

Establishing leadership competencies ultimately promotes more effective leadership, as the expectations of the organization are clearly defined. Figure 4 shows the specific leadership competencies that have been identified by the County of Oxford as being necessary for success as a leader in the organization.

Oxford County's Leadership competencies are developed across a continuum of three levels: Emerging Leader, Leader, and Champion. Positions which are expected to function in a leadership capacity by leading programs and/or people, are expected to demonstrate the behaviours within a specific leadership competency level. Figure 3 illustrates the continuum and describes the types of positions that may fall within each level. It is important to note that many positions across the County function in a leadership capacity even though they do not directly supervise other staff, making these competencies equally important for those roles.

FIGURE 3: Leadership competency model



Since the competencies exist on a continuum, it is possible for individuals to be performing at a higher or even lower level for certain competencies, with the understanding that they will eventually meet or exceed the behavioural expectations for their position. For example, an employee that has recently moved into a new supervisor role is now expected to demonstrate the behaviours within the Leader level of each competency. Since they are new to a supervisory role however, they may only be demonstrating the Emerging Leader behaviours for “Fostering Change” but exhibit the Leader level behaviours for “Strategic Thinking”. Along the same lines, someone who is expected to be exhibiting the Emerging Leader behaviours, may actually be performing at the Leader level in one or more of the leadership competencies.

# LEADERSHIP COMPETENCIES

FIGURE 4: Leadership competencies



## 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.



## 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.



## 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.



## 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.

APPENDIX 3 depicts Oxford County's core competency model, which includes behaviour expectations for each competency, at each leadership level: Emerging Leader, Leader and Champion.