

Influence and Self Awareness - Understands their strengths and limitations and how these influence performance
Centered Leadership: Leading from Within ~ Facilitating Development ~ Agile Thinking

Leadership elements, attributes, skills	Core	Advanced	Excellence
Personal Growth and Development Champions the importance of personal and/or professional development Is open to self appraisal and seeks feedback from others, using these opportunities to identify areas for improvement and set goals and strategies to enhance personal performance	Foundational leadership skills/behaviors required for those who are leading teams or an individual program or service - Understands role and purpose of public service and impact on client relationships - Recognizes importance of self-awareness for leaders - Nurtures the growth of self and others - Demonstrates emotional intelligence - Is aware of how own behavior impacts others - Accepts responsibility for own behaviors and actions - Uses negative experiences as a learning opportunity - Accepts constructive feedback - Creates plan to address identified issues - Continuously seeks out opportunities to complete personal and/or professional development in diversity and inclusive practices - Raises self awareness and living your values	Enhanced leadership skills/behaviors developed through training, experience and developmental opportunities in increasingly more complex work assignments and working environments - Invites constructive feedback from team members - Promotes the value of differing viewpoints and the need for individuals to understand the role behavior plays in interpersonal interactions - Is aware of how own values and biases affect interactions with others and takes effective action to mitigate impact - Reviews role in situational outcomes as a learning experience to build strengths - Uses self assessment as a tool for dealing with sensitive situations requiring negotiation and compromise - Actively supports staff development through exposure to different situations for purpose of learning new skills	Highest level of skills/behaviors required to lead in complex organizations and challenging work environments - Operates with a high level of self-awareness - Is future oriented and readies the organization to be able to deal with long term trends, anticipated service delivery needs and work-force issues - Willing to take informed risks in order to deal with ongoing issues or to move the organization toward goals and into the future - Demonstrates strong understanding of personal impact on others in a variety of situations with many different stakeholders - Encourages feedback from across the organization - Communication practices promote transparency and a positive work environment - Champions the importance of personal and/or professional development in diversity and inclusive practices
Communication Promotes open communication by being clear and concise in written and verbal communication, actively listening, and using appropriate messaging and manner of delivery with different audiences/stakeholders in a wide variety of situations	- Inspiring and influencing with emotional awareness - Develops, implements, and encourages effective communication expectations and practices with individuals and team members - Models appropriate and effective communication practices (including technology) - Demonstrates openness to feedback from team members and others and adapts message as necessary - Sets appropriate agendas and effectively runs team meetings - Applies intercultural communication skills to foster inclusive and safe spaces at work	- Is a strong communicator in various modes (written, verbal, presentations, etc.) - Effectively engages others to come up with the best possible solution - Facilitates and promotes communication among team members and discussions in conflict situations - Communicates effectively within and across team members, department and other organizations - Uses feedback and proactive coaching to help others attain goals and improve performance - Effectively participates in discussions with peers and others to reach best possible outcomes in ambiguous and/or difficult situations	- Motivates and engages staff across the organization as a strong communicator - Communicates effectively (with clarity and conviction) and gains commitment in a wide variety of situations, which may include highly sensitive issues with multiple stakeholders and/or audiences - Facilitates vertical and horizontal communication optimally using technology to deliver the message - Promotes the use of effective, timely and ongoing feedback across the organization to model transparent communication practices
Professionalism, Political Acumen, and Decision Making Uses knowledge, systems, culture, and evidence based practice to identify issues, the best data available, and possible alternatives, facilitating discussions with the appropriate parties to determine possible impacts of decisions	- Understands economic, social and political environment - Models behaviors which support organizational values - Gathers information to identify problems and opportunities - Recommendations and/or actions reflect consideration of possible alternatives and impacts - Involves relevant people in decision making and seeks direction appropriately - Informs people of decisions and follows through on decision making - Communicates controversial decisions or information with tact and diplomacy	- Understands origins of issue and demonstrates strong problem-solving orientation using fact-based/ broad range of information sources/analysis of factors - Discussions involve peers within organization and a variety of other stakeholders in decision - Considers multiple solutions and impacts on team members and clients and other stakeholder organizations - Uses appropriate decision making processes to select action and considers short and long term impact of decisions - Communicates changes and decisions both horizontally and vertically - Considers impacts on design and delivery of services, policy, human resources, budget, and other large picture factors - Advances professional competencies in the organization through reciprocal networking relationships	- Demonstrates strong critical thinking skills in complex, problematic and ambiguous situations - Fully considers multiple contributing factors and underlying issues while weighing various solutions - Uses strategic alliances to develop creative, proactive and future oriented strategies - Decisions reflect broad based decision making ability considering impact on clients, policy, programs, the organization and the public service as a whole - Uses knowledge, influence, and networks to anticipate potential issues and impact of organizational decisions, solve operational problems, and achieve corporate objectives - Assists others in gaining a better understanding of the public sector environment and political context and management decisions

Builds Relationships - Establishes strong working partnerships with individuals, teams and others to create opportunities and develop the organization
Relationship Leadership: Facilitating Development ~ Fostering Teamwork ~ Communicating with Impact

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Leadership elements, attributes, skills	Foundational leadership skills/behaviors required for those who are leading teams or an individual program or service	Enhanced leadership skills/behaviors developed through training, experience and developmental opportunities in increasingly more complex work assignments and working environments	Highest level of skills/behaviors required to lead in complex organizations and challenging work environments
Collaborative Practice Understands the inherent strength of engaging stakeholders to build optimal solutions to improve service delivery, and demonstrates the ability to draw on the strengths and skills of others to pursue and achieve goals	• Collaborates to build effective relationships • Seeks and leverages opportunities to enhance outcomes through partnerships • Keeps lines of communication open while working with others • Builds and nurtures communities of practice • Seeks input from others Models whole of government approach to interactions	• Values partnerships • Models collaborative goal setting and decision making • Identifies complementary areas and gaps across areas of responsibility • Creates and maintains strong and effective relationships with team members, colleagues and other stakeholders • Initiates collaboration to improve service delivery, policy and programs • Creates networks and facilitates relationships with key stakeholders	• Creates a working environment that fosters collaborative practice and common purpose • Builds strategic alliances and connections that further the work of organization • Successfully engages others in work that furthers the vision and goals of the public service • Builds organizational commitment through cross – departmental initiatives to enhance the public service and create a more effective and efficient service delivery system • Takes accountability for implementation of horizontal initiatives • Effectively and respectfully deals with conflicting views and fosters collaboration to reach agreement
Change Facilitation and Management Initiates and directs transformational practices to improve organizational effectiveness	• Understands change process, its impact and that change management requires specific skills and knowledge • Accepts change as a regular occurring process and is adaptable to change • Sees opportunities in change • Proactively supports and communicates about change • Coordinates and prioritizes work activities to contribute to organizational objectives and results • Demonstrates personal initiative by exhibiting a commitment to productive change in the organization • Assists others to adapt and takes steps to maintain cooperative and collaborative working relationships during the change process	• Initiates and directs transformational practices • Understands impact of change on self, team and larger unit • Possesses strong change management skills and knowledge and is able to apply these during change management exercises • Ensures timely communication of change initiatives during times of ambiguity • Utilizes government resources to support and guide change in the department • Demonstrates agility during times of uncertainty and instability • Engages team and key stakeholders at the appropriate time to effectively deal with change and uses as opportunity to further goals • Develops communication plan for change process and to keep team informed • Meets timelines and adjusts as required • Identifies risks and develops appropriate options to deal with changing environment • Is aware of skills and potential of employees and role those may play in the future brought about by the change • Identifies training needs related to change and develops plan to meet those needs • Accesses supports to assist individuals and the organization to deal with impacts • Successful in mediating difficult situations and reaching agreement within the team or with other related parties • Considers presenting and underlying factors, workplace nuances and system/client needs • Seeks input into planned actions and/or strategies • Successfully negotiates and resolves issues within area of responsibility or across units • Reaches agreements that consider individual, team and broader system	• Balances the need for change with the need for continuity • Recognizes the effect that change has; anticipates needs and identifies resources to facilitate change implementation • Identifies and plans for ways to mitigate the disruptive impacts of change on individuals and the organization as a • Demonstrates resilience, composure and a positive outlook in an environment of uncertainty and ambiguity • Strategically identifies and implements change in the context of short term, and long term goals, organizational priorities, organizational accountabilities and future direction • Takes strategic action to maximize opportunities, identify barriers and mitigate negative impacts of change • Aware of organizational impact of change and ensures vertical and horizontal communication is clear, consistent and timely • Successfully uses collaborative processes to engage staff and partners in change • Highly competent in mediating and resolving multi-layered issues/disputes with individuals, groups and/or stakeholders • Strategically engages broad range of supports, resources and personnel to facilitate creative resolutions to issues • Agreements reached reflect understanding of the differing viewpoints, the values and needs of organization, best practices and statutory requirements
Conflict Management Understands how to identify and deal with conflict early and effectively, facilitate discussions with opposing viewpoints and to gain agreement for the best possible outcome	• Communicates with impact • Understands impact of unresolved conflict on individual staff, clients and work unit • Identifies conflict situations and those involved • Collects information to gain understanding and insight • Seeks assistance appropriately • Develops plan and follow-up actions		

Leads Others – Models public service values of respect, accountability, integrity and excellence to build a positive workplace culture
Visionary Leadership: Leading Change, Creating a Compelling Vision, Communicating with Impact

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Leadership elements, attributes, skills	Foundational leadership skills/behaviors required for those who are leading teams or an individual program or service	Enhanced leadership skills/behaviors developed through training, experience and developmental opportunities in increasingly more complex work assignments and working environments	Highest level of skills/behaviors required to lead in complex organizations and challenging work environments
Positive Culture and Working Environment Creates a workplace that values diversity and inclusion of people and perspectives and encourages decisions built on consensus	- Builds culture of respect based on the PEI public service values of respect, accountability, integrity and excellence - Values diversity and inclusion and demonstrates ethical behaviour - Understands respectful workplaces and deals appropriately and quickly with behaviors that are inconsistent - Keeps commitments - Seeks others' opinions and Acknowledges others' contribution - Demonstrates ethical behavior - Decisions are fair and open to scrutiny - Ensures team members are aware of one another's roles and contributions and the role the team plays in the organization/ department as a whole - Hires employees with a focus on enhancing the team - Encourages team members to provide input into decisions and Facilitates good two way communication - Determines training, supports and materials needed for team to do their work - Invests time in mentoring and the development of leaders - Approves staff to attend learning events and cultivates an environment of continuous learning	- Creates psychologically healthy work and contributes to organization culture and is pro-active in maintaining a culture of respect within the team - Values differing opinions as a way to improve decision making and dialogue - Creates audit trail and as a result, contributes to transparency in decision making - Is proactive maintaining a culture of respect across teams, work units and stakeholders - Decisions made reflect consideration of differing views - Able to bridge differing views and build consensus - Support and encourage employees who request to participate in diversity training, cultural programs and events	- Uses values of respect, accountability, integrity and excellence as foundation for decision making at operational and policy level - Models personal conduct consistent with public service values - Encourages respectful dialogue and invites feedback on decisions - Strongly promotes diversity as an important consideration for policy and best practices to enhance the organization - Lead by example by participating as visible champions in recognizing diversity and inclusion
Team Development and Leadership Creates a team environment which is focused on goal attainment, recognizes contribution from team members and fosters strong communication within the team	- Ensures team members are aware of one another's roles and contributions and the role the team plays in the organization/ department as a whole - Hires employees with a focus on enhancing the team - Encourages team members to provide input into decisions and Facilitates good two way communication - Determines training, supports and materials needed for team to do their work - Invests time in mentoring and the development of leaders - Approves staff to attend learning events and cultivates an environment of continuous learning	- Understands link between individual, team and organizational performance - Encourages team members to share their experience and strengths with other team members - Secures and provides the right supports to team members to enable them to provide a high level of service - Develops protocols and practices to ensure team is consistent in practice - Acknowledges the work of the team and individual team members for their contribution - Motivates the team to be highly engaged in team goals and their contribution to organizational goals - Involves team members in projects with attention to skill set, project targets and skill development - Models the importance of a learning organization through engaging in a personal development plan and fostering learning opportunities in the workplace - Focus on future, goal attainment and staff requirements within unit and across the organization	- Communicates vision and values of organization, emphasizing excellence at all levels - Builds a strong collaborative organization with partners to accomplish organizational goals - Actively engages employees and teams through a variety of mechanisms to give feedback - Ensures appropriate communication is conveyed horizontally and vertically - Motivates individuals and teams to contribute to organization goals and provide excellent service to clients/public
Performance Management Creates a supportive and accountable environment through setting individual and team goals, providing formal and informal feedback, and promoting professional development for individuals and team members to meet the present and future needs of the organization	- Ensures each team member understands their role and expectations for performance - Is knowledgeable of how to give constructive feedback effectively and respectfully - Informal feedback provided on a regular basis - Gives formal feedback annually - Engages individual staff in self assessment and in areas for improvement - Invites feedback from staff - Develops and engages in personal development plan - Supports and challenges others to achieve goals	- Engages staff and links individual and team goals to departmental goals - Models effective feedback processes with staff - Facilitates growth and development plans for individual staff members; identifies training requirements for unit - Encourages feedback from team members and pro-actively identifies areas requiring change - Finds opportunities to support individual development within the unit - Engages staff in measuring results and meeting goals - Explores new ways of accomplishing goals and improving outcomes - Invites feedback on leadership and actively follows up as needed - Is proactive in own personal development and personally engaged in self development plan	- Identifies opportunities across the organization and with partners to meet goals of the organization - Develops measures at the organizational level to ensure individual feedback mechanisms are in place and used as best practice - Identifies and prioritizes learning needs at the organizational level - Regularly reviews progress on goals and develops organizational reporting mechanisms to inform and engage staff - Supports and challenges others to achieve goals

Focus on Results - Promotes vision linked to organizational objectives with a strong results orientation

Results Leadership: Agile Thinking ~ Delivering Results ~ Leading Change

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Leadership elements, attributes, skills	Foundational leadership skills/behaviors required for those who are leading teams or an individual program or service	Enhanced leadership skills/behaviors developed through training, experience and developmental opportunities in increasingly more complex work assignments and working environments	Highest level of skills/behaviors required to lead in complex organizations and challenging work environments
Accountability Holds self, individuals and team members responsible for setting and revising goals, measuring progress, and achieving goals to deliver high quality and effective management of human, financial and material resources which reflect best practices	- Sets short and long term goals for self that are consistent with department goals - Sets priorities and delivers on time and to standard - Takes full responsibility for actions and acts within government values and ethical practices - Demonstrates strong time management skills - Evaluates progress of individual staff and team progress on goals at least once a year - Understands how evaluations contribute to accountability - Provides authentic, evidence-based advice to leadership	- Facilitates cooperation and collaboration among units to focus on producing results and accomplishing goals using established criteria to measure progress - Identifies and provides support for team members to attain goals - Provides regular updates on progress towards goals - Possesses a repertoire of skills and knowledge of evaluation best practices. - Open to sharing evaluation skills and knowledge with others - Provides authentic, evidence-based advice to leadership	- Creates a culture which is focused on achieving results, innovation and providing excellence in public service - Holds self and individuals accountable for results - Demonstrates strong commitment to personal and organizational accountability by regularly reporting on goals and progress in a transparent manner - Ensures that effective accountability and evaluation systems are in place to measure organizational effectiveness - Provides authentic, evidence-based advice to leadership
Continuous Improvement Challenges convention to create innovative change. Uses data, feedback, program review, future trends and best practices to ensure services and program delivery meet system and client needs	- Understands the goals of the department - Champions change efforts focused on improving services and results to clients and public; - Reviews activities to determine gaps and identify options for improved services and programming - Invites feedback to determine better outcomes in the future - Understands project management principles - Views continuous improve using a problem-solution lens - Encourages and supports innovation - Seeks out emerging trends and best practices to inform strategy and continuous improvement efforts	- Uses data and evidence to inform decisions - Encourages team to use skills and abilities of team members to create and implement new strategies to deal with ongoing or future issues - Keeps current on relevant legislation, best practices and client issues - Promotes a learning environment across the organization - Uses feedback as learning for improvement (personal and team) - Uses a broad range of data and information sources across units to determine optimal options - Uses continuous improvement and efficiency principles to manage work and streamline processes - Applies project management principles to ensure policy implementation and desired outcomes are delivered within key milestones and targets - Champions change efforts focused on improving results for citizens	- Demonstrates proactive orientation of continuous and ongoing improvement by reviewing progress and resetting targets and priorities - Establishes system-wide feedback mechanisms to determine measurement criteria, what is working well and identify required changes - Engages organization in striving for continuous improvement by setting targets and measuring progress - Clearly articulates key arguments based on sound analysis of evidence to identify benefits, costs and impacts of policy options. - Champions innovation and change efforts focused on improving results for citizens - Identifies and analyze issues that may impact policy and priorities
System and Resource Management Uses data based decision making to allocate human, material and monetary resources to meet strategic and operational goals	- Tracks progress on goals and understands budgetary, administrative and human resource responsibilities including reallocation of resources - Key contacts are consulted on options - Manages staff performance and development	- Reviews progress and considers data related to areas of responsibility - Identifies gaps and/or misallocation of resources related to goals - Considers a broad range of data, options and evaluates the impact on clients, service delivery, human resources and material considerations during decision-making - Facilitates broad consultation with others to identify opportunities for optimal resource management - Seeks out opportunities to encourage diversity and inclusion among teams - Advances whole of government objectives	- Is highly competent in allocating and managing significant human, financial and other resources in challenging and changing situations in order to meet obligations that are aligned with strategic and operational goals of the organization - Evaluates and supports the development of new services and provides appropriate resources - Continuously seeks new opportunities for policy capacity development through new and existing human and technological resources