Self Assessment: Influence and Self Awareness

Leaders exemplify ethical practices, professionalism, political acumen, and personal integrity. They encourage the expression of diverse opinions and perspectives, while fostering collegiality. Leaders are self-aware and seek out opportunities for personal growth. They understand their strengths and limitations and how these influence performance. They lead from within, facilitate development, and demonstrate agile thinking.

Core - Foundational leadership skills/behaviors required for those who are leading teams or an individual program or service	**C**
Advanced - Enhanced leadership skills/behaviors developed through training, experience and developmental opportunities in increasingly more complex work assignments and working environments	**A**
Excellence - Highest level of skills/behaviors required to lead in complex organizations and challenging work environments	**E**
In the right column beside each statement indicate your current level of knowledge/skill for each of the behaviour descriptors. You can consult the matrix for additional information in each level. They are cumulative in nature. The highest number for each section would indicate your level of function for that competency element	
Elements of Influence and Self Awareness	
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	
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	
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	
I could pursue/ plan for professional development in…	

Self Assessment: Builds Relationships

Leaders establish strong working partnerships with individuals, teams and others to create opportunities and develop the organization. They are deliberate and resourceful about seeking the widest possible spectrum of perspectives. They create collaborative, respectful and trusting work environments where sound advice is valued. They demonstrate openness and flexibility to forge consensus and improve outcomes. They bring a whole-of-government perspective to their interactions. In negotiating solutions, they are open to alternatives and skillful at managing expectations. Leaders share recognition with their teams and partners.

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Elements of Builds Relationships	
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	
Change Facilitation and Management Initiates and directs transformational practices to improve organizational effectiveness	
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	
I could pursue/ plan for professional development in…	

Self Assessment: Leads Others

Leaders define the future and chart a path forward, often leading change and creating vision. They model public service values of respect, accountability, integrity, and excellence to build a positive roadmap for success. They are adept at understanding and communicating context, factoring in the economic, social and political environment. Intellectually agile, they leverage their deep and broad knowledge, build on diverse ideas and perspectives and create consensus around compelling visions.

Leaders balance organizational and government-wide priorities and improve outcomes for PEI and all Islanders. Leaders inspire and motivate the people they lead. They manage performance, provide constructive and respectful feedback to encourage and enable performance excellence. They lead by example, setting goals for themselves that are more demanding than those that they set for others.

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Elements of Leads Others	
Positive Culture and Working Environment Creates a workplace that values diversity and inclusion of people and perspectives and encourages decisions built on consensus	
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	
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	
I could pursue/ plan for professional development in…	

Self Assessment: Focus on Results

Leaders mobilize and manage resources to deliver on the priorities of the Government, improve outcomes and add value. They consider context, risks and business intelligence to support high- quality and timely decisions. They anticipate, plan, monitor progress and adjust as needed. Leaders take personal responsibility for their actions and outcomes of their decisions. Leaders have the courage and resilience to challenge convention. They create an environment that supports bold thinking, experimentation and intelligent risk taking. They use setbacks as a valuable source of insight and learning. Leaders take change in their stride, aligning and adjusting milestones and targets to maintain forward momentum.

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Elements of Focus on Results	
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	
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	
System and Resource Management Uses data based decision making to allocate human, material and monetary resources to meet strategic and operational goals	
I could pursue/ plan for professional development in…	