

Executive Competency Library

Strategist

Develops a long range course of action that aligns to Council Strategic Priorities. Has strong knowledge about the strengths and weaknesses of their organization. Understands and acts upon rapidly changing environmental trends, opportunities and threats.

- Sees the big picture, constantly imagines future scenarios and creates strategies to move organization forward
- Is able to clearly and vividly articulate their desired future state in a way that is understood and meaningful to others
- Uses financial information and data/information from multi sources to support decision making and planning
- Understands risks, and accepts and pursues actions within an acceptable level of risk
- Takes a collaborative approach to developing strategy to gather best thinking and ensure input and alignment from key internal and external stakeholders

Change Leader

Always communicates a compelling rationale for change. Makes required adaptive responses both feasible and desirable to all stakeholders. Creates genuine motivation and commitment from others to act as sponsors of innovation and change, allocating required resources to support change.

- Serves as a catalyst for change. Continuously seeks ways to improve performance and the strategic orientation of the organization
- Effectively and consistently communicates messages about the need for change and the vision of the organization after the change
- Ensures provision of adequate resources for change efforts. Includes funding, technology and human resources
- Holds others accountable for cross organization cooperation and collaboration to support change

Relationship Builder

Establishes relationships with, and influences a complex network of others, whose cooperation is required for organizational success. Stakeholders might include Council members, local area municipalities, provincial or federal representatives/employees, residents, current or future business partners, labour representative's Regional employees and other stakeholders.

- Takes responsibility for the development and the quality of internal and external stakeholder relationships
- Understands stakeholder needs and concerns over the short and longer term to enable support and cooperation
- Ability to apply different communication approaches for interacting and communicating to align to the thinking and perception preferences of others
- Assesses personal behaviour from a cultural, technical and/or political perspective to objectively evaluate own impact

Organization Guardian

Consistently holds self and others accountable for the continued growth and health of the organization. Makes decisions, often difficult, that are in the best interests of the Region. Continuously promotes the Region both internally and externally.

- Does everything possible to continually grow a positive reputation for Niagara Region both internally and externally
- Ensures accountability for continuous improvement for the purpose of cost effectiveness and quality of service
- Champions and facilitates cross departmental integration
- Ensures that innovation, collaboration and best practices are reflected in products and services provided by the Region

Business Acumen

The ability to manage human, financial, and information resources strategically with the purpose of enabling Council Business Plan and health of organization both over the short and longer term.

- Has a strong understanding of the Region's financial processes. Oversees the development and management of annual and multiyear budget
- Protects physical assets and ensures the fulfillment of all regulatory requirements
- Builds and manages workforce based on organizational goals, budget considerations, and resourcing requirements. Ensures integrity in all people practices
- Ensures effective use of technology and technology systems to achieve results

Navigates Complexity

Logically works through complex situations, problems, issues and opportunities with the purpose of creating positive solutions or actions.

- Breaks down a complex situation into manageable parts in a systematic way
- Seeks to understand root causes of difficult problems
- Recognizes several likely causes of events, and/or consequences of actions
- Deals constructively with problems that do not have a clear solution or outcome
- Evaluates pros and cons, risks and benefits of different solution options

Drives Engagement

Creates an environment where current and future employees consider the Region to be the employer of choice in Niagara. Current employees are motivated to do their best to help the organization achieve its objectives.

- Communicates vision and priorities to employees in a way that generates excitement, enthusiasm and commitment
- Models desired behaviour including corporate values
- Uses multiple strategies to promote organizational morale and productivity
- Consistently keeps employees informed of key organizational information, activities and other elements that have an impact on the collective group
- Invites input from others at all levels from across the organization
- Makes people feel that their contributions are valued