The following pages provide an overview of specific leadership behaviours and examples which illustrate successful achievement for a Personal Leader. Recommended development activities are also listed for consideration in building additional skills and capability to facilitate achievement and engagement.

**Personal Leader**

Individual contributor who provides service or support, and may supervise students

### Behaviours which Demonstrate Success at this Level
- **Takes a Strategic Approach**
  - Promotes McMaster culture and values
  - Understands global trends and impacts
  - Anticipates challenges, risks and outcomes
  - Gathers key information and resources
  - Enables strategic plans through role
- **Communicates & Collaborates**
  - Identifies opportunities to collaborate with others
  - Generates trust and an inclusive environment
  - Listens with insight and respect; provides meaningful recognition
  - Leverages internal and community networks
  - Provides meaningful recognition
- **Drives Results**
  - Advances the University strategy
  - Delivers with integrity
  - Balances priorities to achieve success
  - Accepts responsibility and accountability for results
  - Takes prudent risks which enable innovation
  - Operates with fiscal responsibility
- **Champions Change and Innovation**
  - Acts as a positive change agent
  - Illustrates resilience and adaptability
  - Is bold in championing innovations
  - Identifies and fosters opportunities for continuous improvement
  - Seeks and utilizes feedback
- **Develops People**
  - Engages in personal, team and leader development
  - Celebrates and promotes diversity
  - Actions learning to enhance value of work
  - Inspires others using a coach approach
  - Provides balanced and timely feedback
- **Invests in Relationships**
  - Enhances the university brand, reputation and financial success
  - Builds relationships using a service model approach
  - Creates positive student, employee and partner experiences
  - Demonstrates creativity in resolving issues

### What Defines Successful Achievement
- **Promotes McMaster culture and values**
  - Understands global trends and impacts
  - Anticipates challenges, risks and outcomes
  - Gathers key information and resources
  - Enables strategic plans through role
- **Communicates & Collaborates**
  - Identifies opportunities to collaborate with others
  - Generates trust and an inclusive environment
  - Listens with insight and respect; provides meaningful recognition
  - Leverages internal and community networks
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  - Demonstrates creativity in resolving issues

### How to Demonstrate Success at this Level
- **Takes a Strategic Approach**
  - Operates effectively with partnerships
  - Treats others with respect; identifies conflict situations
  - Listens and clearly presents information
  - Participates actively as a team member
- **Communicates & Collaborates**
  - Accesses sources of information
  - Demonstrates behaviour consistent with the organization’s values
  - Plans tasks and organizes own work
  - Strives to achieve work expectations
  - Identifies possible risks
  - Uses resources effectively
- **Drives Results**
  - Makes others aware of change
  - Recognizes how change will affect work
  - Acknowledges need for new approaches
  - Addresses current issues
  - Provides suggestions and ideas for improvements
- **Champions Change and Innovation**
  - Shares expertise with others
  - Assesses and monitors oneself to maintain personal effectiveness
  - Keeps the team informed
- **Develops People**
  - Makes decisions based on rules while balancing client expectations
  - Responds promptly and professionally to client requests; both internal and external
  - Provides a great service experience based on scope of role
- **Invests in Relationships**
  - Enhances the university brand, reputation and financial success
  - Builds relationships using a service model approach
  - Creates positive student, employee and partner experiences
  - Demonstrates creativity in resolving issues
Items listed above are intended to provide examples of development activities to consider at the Personal Leader level, recognizing that there may be other specific items related to an individual’s role i.e. faculty development to enhance teaching and learning expertise; research and project management; customer service training for front-line roles; as well as subject matter or operational level training. Please refer to available job family documentation for additional ideas. Activities should be reviewed through ongoing conversations with your supervisor and can be documented in your Individual Development Plan.