

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.

	<h2 style="color: #800040;">Personal Leader</h2> <p>Individual contributor who provides service or support, and may supervise students</p>	
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Takes a Strategic Approach	Communicates & Collaborates	Drives Results	Champions Change and Innovation	Develops People	Invests in Relationships
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What Defines Successful Achievement

<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - Enhances the university brand, reputation and financial success - Builds relationships using a service model approach - Creates positive student, employee and partner experiences - Participates actively in community - Demonstrates creativity in resolving issues
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How to Demonstrate Success at this Level

<ul style="list-style-type: none"> - Understands formal workings and structure of organization - Demonstrates personal work alignment - Analyses and synthesizes information - Uses facts and available information to persuade 	<ul style="list-style-type: none"> - Operates effectively with partnerships - Treats others with respect; identifies conflict situations - Listens and clearly presents information - Participates actively as a team member 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - Shares expertise with others - Assesses and monitors oneself to maintain personal effectiveness - Keeps the team informed 	<ul style="list-style-type: none"> - 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
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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.