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

### Strategic Leader

Oversees a function and/or team within a department or faculty

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

### What Defines Successful Achievement

- Effectively operates in external environments
- Aligns program/orientation goals and plans
- Analyzes complex relationships
- Demonstrates the benefit of ideas
- Seeks out partnership opportunities
- Builds a respectful and inclusive workplace; anticipates and addresses sources of potential conflict
- Adapts communication to others
- Demonstrates leadership in teams
- Seeks new networking opportunities for self and others
- Aligns team with organization’s values & ethics
- Develops plan and objectives for the unit
- Surpasses established expectations
- Personally takes significant risks
- Controls resource use
- Manages the process for change
- Adapts to a variety of changes
- Introduces new approaches
- Acts promptly in a crisis situation
- Manages ongoing learning and development
- Seeks learning opportunities beyond current requirements
- Promotes ongoing learning and development
- Seeks learning opportunities beyond current requirements
- Makes decisions in situations where there is scope for interpretation of rules
- Anticipates and adapts to client needs
- Engages in existing and champions new community based initiatives
Items listed above are intended to provide examples of development activities to consider at the Strategic 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.