

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.

	<h2>Strategic Leader</h2>	
	Oversees a function and/or team within a department or faculty	

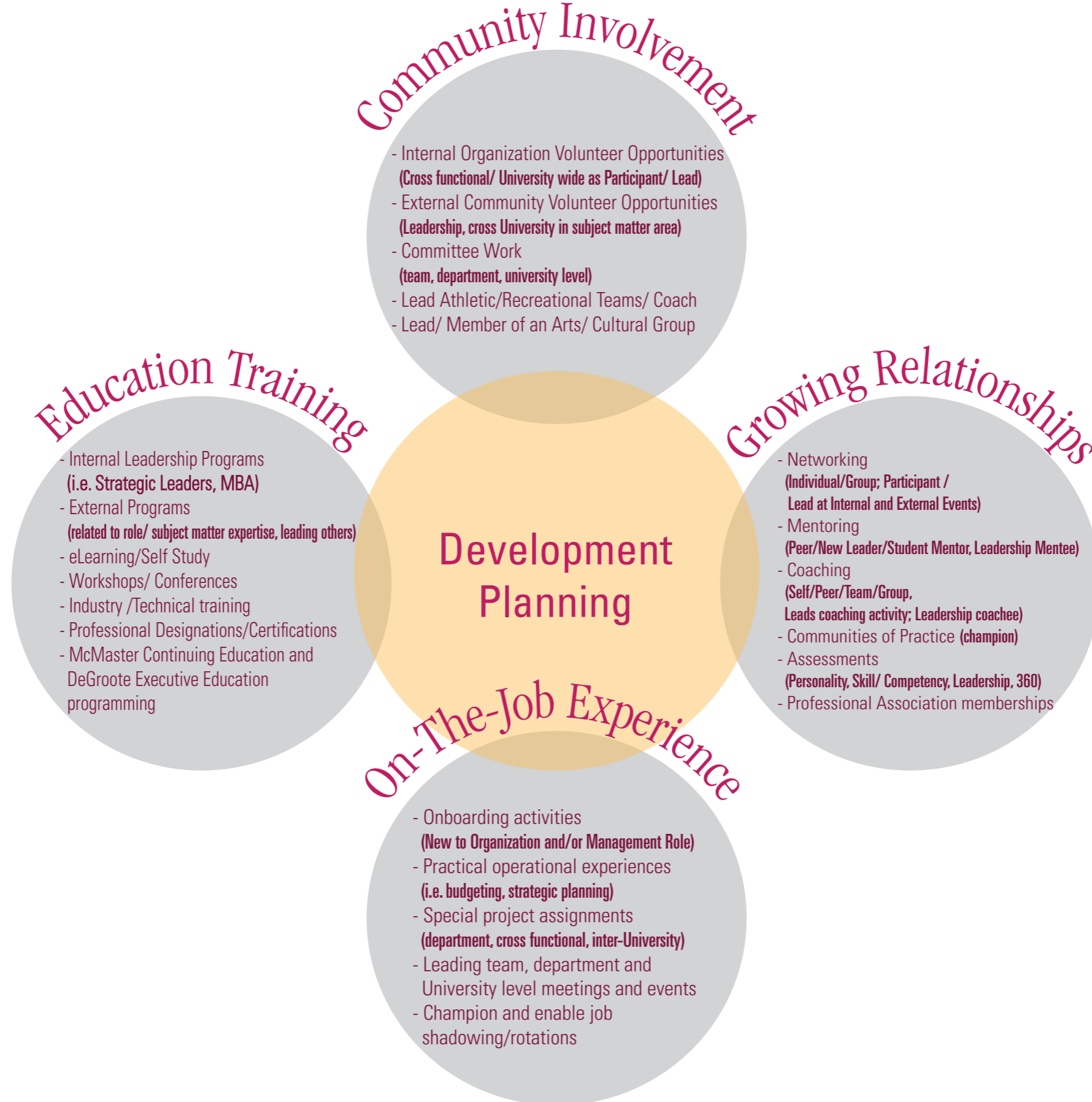
Takes a Strategic Approach	Communicates & Collaborates	Drives Results	Champions Change and Innovation	Develops People	Invests in Relationships
----------------------------	-----------------------------	----------------	---------------------------------	-----------------	--------------------------

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
--	--	--	--	---	---

How to Demonstrate Success at this Level

<ul style="list-style-type: none"> - Effectively operates in external environments - Aligns program/orientation goals and plans - Analyzes complex relationships - Demonstrates the benefit of ideas 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - Manages the process for change - Adapts to a variety of changes - Introduces new approaches - Acts promptly in a crisis situation 	<ul style="list-style-type: none"> - Promotes ongoing learning and development - Seeks learning opportunities beyond current requirements 	<ul style="list-style-type: none"> - 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.