

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

<h2>Knowledge Leader</h2>	
Operational team supervisor, or an individual contributor, professional or subject matter expert who regularly collaborates with project teams, committees or work groups, and may supervise students	

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"> <li>- Promotes McMaster culture and values</li> <li>- Understands global trends and impacts</li> <li>- Anticipates challenges, risks and outcomes</li> <li>- Gathers key information and resources</li> <li>- Enables strategic plans through role</li> </ul>	<ul style="list-style-type: none"> <li>- Identifies opportunities to collaborate with others</li> <li>- Generates trust and an inclusive environment</li> <li>- Listens with insight and respect; provides meaningful recognition</li> <li>- Leverages internal and community networks</li> <li>- Provides meaningful recognition</li> </ul>	<ul style="list-style-type: none"> <li>- Advances the University strategy</li> <li>- Delivers with integrity</li> <li>- Balances priorities to achieve success</li> <li>- Accepts responsibility and accountability for results</li> <li>- Takes prudent risks which enable innovation</li> <li>- Operates with fiscal responsibility</li> </ul>	<ul style="list-style-type: none"> <li>- Acts as a positive change agent</li> <li>- Illustrates resilience and adaptability</li> <li>- Is bold in championing innovations</li> <li>- Identifies and fosters opportunities for continuous improvement</li> <li>- Seeks and utilizes feedback</li> </ul>	<ul style="list-style-type: none"> <li>- Engages in personal, team and leader development</li> <li>- Celebrates and promotes diversity</li> <li>- Actions learning to enhance value of work</li> <li>- Inspires others using a coach approach</li> <li>- Provides balanced and timely feedback</li> </ul>	<ul style="list-style-type: none"> <li>- Enhances the university brand, reputation and financial success</li> <li>- Builds relationships using a service model approach</li> <li>- Creates positive student, employee and partner experiences</li> <li>- Participates actively in community</li> <li>- Demonstrates creativity in resolving issues</li> </ul>
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### How to Demonstrate Success at this Level

<ul style="list-style-type: none"> <li>- Understands informal structure and culture</li> <li>- Promotes team alignment</li> <li>- Identifies critical relationships</li> <li>- Adapts rationale to influence others</li> </ul>	<ul style="list-style-type: none"> <li>- Manages existing partnerships</li> <li>- Generates trust within team; addresses existing conflict situations</li> <li>- Fosters two-way communication</li> <li>- Promotes and facilitates teamwork</li> </ul>	<ul style="list-style-type: none"> <li>- Builds key contacts</li> <li>- Identifies ethical implications</li> <li>- Applies planning principles to achieve work goals</li> <li>- Consistently meets established expectations</li> <li>- Takes calculated risks</li> <li>- Ensures effective use of resources</li> </ul>	<ul style="list-style-type: none"> <li>- Underscores the positive nature of change</li> <li>- Adapts one's work to a situation</li> <li>- Modifies current approaches</li> <li>- Addresses imminent issues</li> </ul>	<ul style="list-style-type: none"> <li>- Supports individual development and improvement</li> <li>- Seeks to improve personal effectiveness in current situation</li> </ul>	<ul style="list-style-type: none"> <li>- Makes decisions by interpreting rules</li> <li>- Builds positive client relations; both internal and external</li> <li>- Actively participates in and champions community based activities and initiatives</li> </ul>
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# Development Activities

Items listed below are intended to provide examples of development activities to consider, 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.

