

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.

Knowledge Leader	
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	Communicates &	Drives Results	Champions Change and	Develops People	Invests		
Approach Collaborates Innovation Relationships 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 	 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 	 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 	- 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	- 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	 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

- Understands informal structure and culture
- Promotes team alignment
- Identifies critical relationships Adapts rationale to influence others
- Manages existing partnerships Generates trust within team; addresses existing conflict situations Fosters two-way communication

Promotes and facilitates teamwork

- Builds key contacts
- Identifies ethical implications
- Applies planning principles to achieve work goals
- Consistently meets established expectations
- Takes calculated risks
- Ensures effective use of resources
- Underscores the positive nature of change
- Modifies current approaches
- Adapts one's work to a situation Addresses imminent issues
- Supports individual development and improvement
- Seeks to improve personal effectiveness in current situation
- Makes decisions by interpreting rules Builds positive client relations; both internal and external
- Actively participates in and champions community based activities and initiatives

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.

community Involvence

- Internal Organization Volunteer Opportunities
- External Community Volunteer Opportunities
- Committee Work (team, department, university level)
- Participate in, Coach or Lead Athletic/ Recreational Teams
- Participate in or Lead an Arts/Cultural Group

Education Training

- Internal Leadership Programs (i.e. Knowledge Leader)
- External Programs (related to role/ subject matter expertise)
- eLearning/Self Study
- Workshops/ Conferences
- Industry /Technical training
- Professional Designations/Certifications
- McMaster Continuing Education, Macpherson Institute programming

Development Planning

The-Job Experience

- Onboarding activities (New to Organization and/or Role)
- Practical operational experiences (i.e. budgeting, strategic planning)
- Special cross functional/ unit assignments
- Project work (team/ department/ university)
- Leading team, department and project group meetings
- Internal and external event management
- Job shadowing/rotations

Growing Relationships

- Networking (Individual/Group Events)
- Mentoring (Peer Mentor/Mentee)
- Coaching

(Self/Peer, Open to coaching and actively practices)

- Communities of Practice (Internal/External)
- Assessments

(Personality, Skill/ Competency, Leadership)

- Professional Association memberships
- Social media profiles

