

new community based initiatives

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					
Takes a Strategic Approach	Communicates & Collaborates	Drives Results	Champions Change and Innovation	Develops People	Invests in 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					
 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 	 Manages the process for change Adapts to a variety of changes Introduces new approaches Acts promptly in a crisis situation 	 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

Surpasses established expectations Personally takes significant risks

Controls resource use



Internal Organization Volunteer Opportunities (Cross functional/ University wide as Participant/ Lead)
External Community Volunteer Opportunities (Leadership, cross University in subject matter area)
Committee Work (team, department, university level)

community Involvene

Lead Athletic/Recreational Teams/ Coach
 Lead/ Member of an Arts/ Cultural Group



(i.e. Strategic Leaders, MBA)
External Programs
(related to role/ subject matter expertise, leading others)
eLearning/Self Study
Workshops/ Conferences
Industry /Technical training
Professional Designations/Certifications
McMaster Continuing Education and DeGroote Executive Education programming

Development Planning

 Onboarding activities

 Onboarding activities
 (New to Organization and/or Management Role)
 Practical operational experiences
 (i.e. budgeting, strategic planning)
 Special project assignments
 (department, cross functional, inter-University)
 Leading team, department and University level meetings and events
 Champion and enable job shadowing/rotations

 Networking (Individual/Group; Participant / Lead at Internal and External Events)
 Mentoring (Peer/New Leader/Student Mentor, Leadership Mentee)
 Coaching (Self/Peer/Team/Group, Leads coaching activity; Leadership coachee)
 Communities of Practice (champion)
 Assessments (Personality, Skill/Competency, Leadership, 360)
 Professional Association memberships

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.