



Developing Leadership Competencies

8. TEAMWORK

Competency Descriptors by Level

Supervisor

- Acknowledge diverse opinions among team members and work toward consensual solutions
- Enhance the output and functioning of the team through a variety of motivational methods
- Represent the team and promote outputs to others in the organization

Middle Manager

- Build strong teams with complementary strengths
- Promote co-operation between work teams
- Seek synergistic solutions rather than compromises
- Contribute fully to cross-functional projects
- Share credit and benefits for successful projects with subordinates

Director

- Recognize interdependencies in cross-functional projects
- Promote collaboration among managers on projects that transcend unit boundaries
- Exemplify co-operative approach in own interactions with peers

Director General

- Provide a personal example of sharing power horizontally and vertically
- Work co-operatively with senior executives, peers and subordinate employees to enhance the success of cross-functional programs, policies or services



On-the-Job Actions to Develop in Teamwork

- Ask your team to identify two to three obstacles or problems they want you or the entire team to work on or to eliminate. Work on an action plan and ensure follow-up and learning.