



Developing Leadership Competencies

13. BEHAVIOURAL FLEXIBILITY

Competency Descriptors by Level

Supervisor

- Encourage flexibility in subordinates
- Interact appropriately with different individuals

Middle Manager

- Shift operational priorities to meet new challenges in a changing environment
- Maintain operational effectiveness in an environment that contains ambiguity and uncertainty

Director

- Keep abreast of changes in direction within the organization
- Shift priorities and adapt the sector's work to reflect changes in organizational priorities
- Deal with a wide range of individuals and situations

Director General

- Respond to shifting organizational priorities with changes in directorate orientation
- Deal adroitly with volatile, changing interactions with subordinates, peers, superiors and stakeholders
- Adapt orientation as needed to be effective in a wide variety of situations
- Respond quickly to emerging opportunities or risks
- Demonstrate a high tolerance for change and ambiguity



On-the-Job Actions to Develop in Behavioural Flexibility

- Create a Learning Action Circle in your department. Once a month members agree on a topic. Each member undertakes some form of learning on that topic. At the next meeting, each member discusses what he or she has learned.