



Developing Leadership Competencies

5. COMMUNICATION

Competency Descriptors by Level

Supervisor

- Instruct subordinates on work activities
- Use discussions with employees to further the work (e.g., to communicate directions on projects, to motivate employees)
- Provide appropriate forums in which subordinates can express their ideas, views and concerns

Middle Manager

- Use communication for interpersonal effectiveness
- Accurately represent the concerns, ideas and views of subordinates to upper management
- Keep upper management and key stakeholders informed of progress on relevant projects
- Use technology as a means to communicate effectively

Director

- Use communication as a promotion tool for the sector's products, services or policies
- Adapt communications to suit audience and forum
- Identify and interpret essential information needed for superiors and subordinates
- Use communication as an operational tool that enhances efficiency and productivity
- Use a variety of communication vehicles to enhance communication within the sector

Director General

- Tailor external representation of the organization to suit a variety of contexts
- Use communication as a strategic tool for positioning key messages regarding the directorate's activities
- Translate and transmit essential underlying messages for peers, subordinate managers, employees
- Listen for understanding and acceptance of crucial messages