

Director

- Understand how senior management works
- Use organizational information to position activities or key decisions of the sector
- Balance conflicting demands from various parts of the organization
- Anticipate the impact of cultural, organizational or political changes on sector's activities

Director General

- Understand the political issues of the organization within the broader Public Service context
- Use information to position programs and/or entire directorate to make a contribution
- Be attuned to internal "politics" and changing dynamics within the organization without being overly political

Public Service Courses

- *Structure and Operations of Government: Challenges for Accountability* (CCMD)
- *How the Government Works* (on-line - Learning Resource Network)
- *Organizational Analysis and Design* (P718 - Training & Development Canada)
- *Management Development Program* (T419 - Training & Development Canada)

Websites

- *Treasury Board Secretariat* (www.tbs-sct.gc.ca)

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- *La Relève* - A virtual showcase of key documents

On-the-Job Actions to Develop Your Organizational Awareness

- Analyze a recent decision or program that may have been perceived as illogical or irrational. Determine what some of the thinking or politics behind the decision may have been and discuss your analysis with your manager or mentor.
- Take advantage of informal opportunities to communicate with people throughout the organization. This sort of interaction allows you to get others' perspectives on how things get done within the organization.
- Read the leading business journals and newspapers and write down three to five interesting things that have a parallel or an impact on your organization. Learn to connect what's out there to what's in here.
- When moving to a new area, identify someone in that area who can describe their cultural nuances.

