



Introduction

Organizations everywhere are demanding more from their managers. Managers should be leaders. They must initiate and embrace change. They are expected to motivate, to listen, to mentor and to coach. The list of expectations is long. In the Public Service, the issue of managerial leadership sits at the centre of all discussions about revitalization and renewal.

In DFAIT, leadership is particularly challenging. Members of the management ranks have a double set of skills to acquire - managing in headquarters and managing abroad. DFAIT managers abroad are expected not only to demonstrate Canadian values, but also to bring the values of other cultures into harmony with our own. The Department's task to develop its leaders is thus doubly complex.

Leadership and management skills grow in importance and complexity with each career step. This is especially true for EX-level managers. Although the professional skills linked to substantive specialty areas remain fundamental, leadership competencies in DFAIT are becoming more and more pivotal for decisions on promotions into and within the EX category.