



# Developing Leadership Competencies

## 10. STAMINA/STRESS RESISTANCE

### Competency Descriptors by Level

#### Supervisor

- Set example for subordinates of coping with stressful situations
- Reduce stress factors in the work environment
- Help subordinates to reduce the effects of stress by supporting alternative methods of meeting performance targets (e.g., flex time, telework)
- Realign workload by delegation or redistributing responsibilities to alleviate subordinates' stress
- Support the need for balance between work and personal responsibilities

#### Middle Manager

- Identify unit limits for workload and for change
- Encourage and facilitate dialogue on workplace stress and successful strategies for coping
- Maintain sound judgement and decision making in the face of demanding or stressful situations

#### Director

- Identify the sector's limits for workload/change
- View short-term, moderately stressful situations as challenging rather than threatening
- Use prudent planning (e.g., resource planning) to eliminate or minimize potentially stressful workloads

#### Director General

- Develop strategies to reduce stress within the system
- Challenge subordinate managers and employees to find ways to meet standards of excellence without undue stress and strain



### On-the-Job Actions to Develop in Stamina/Stress Resistance

- Define what balance is for you and include your spouse, partner,