



Developing Leadership Competencies

7. ORGANIZATIONAL AWARENESS

Competency Descriptors by Level

Supervisor

- Ensure projects are congruent with formal procedures and regulations
- Apply procedures in a flexible manner to best meet objectives

Middle Manager

- Know who the key decision-makers are regarding the unit's projects
- Identify persuasive arguments for a project based on knowledge of directorate's priorities
- Establish connections with working groups in other parts of the organization that may facilitate the progress of projects



Suggested Readings

- *Partners in the Management of Canada: The Changing Roles of Government and the Public Service*, Marcel Massé (1993/94) available from CCMD
- *The Fourteen Country Reports*, International Governance Network, available from CCMD
- *The Empowered Manager*, Peter Block (Jossey-Bass Publishers, 1989)
- *Smart Questions*, Dorothy Leeds (Berkley Publishing Group, 1995)
- *Fifth Discipline: Mastering the Practices of the Learning Organization*, Peter Senge (Doubleday, 1990)

Videos

- *Service Quality in Action* available from the Self-Directed Learning Centre of the Public Service Commission