



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 the directorate's priorities
- Establish connections with working groups in other parts of the organization that may facilitate the progress of projects

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 the 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



On-the-Job Actions to Develop in Organizational Awareness

- Analyse a recent decision or program that may have been perceived as illogical or irrational. Determine what some of the thinking or