



Developing Leadership Competencies

1. VISIONING

Competency Descriptors by Level

Supervisor

- Align work activities and people in working group with the vision
- Identify the effects that change will have on members of the working group

Middle Manager

- Align the projects and the people with the direction of the sector
- Incorporate organizational change into projects
- Promote benefits and set example of necessary change
- Identify the practical steps and timeframes for the implementation of change



Suggested Readings

- *Vision in Action*, Tregoe, Zimmerman, Smith and Tobia (Simon & Schuster, 1990)
- *Vision: How Leaders Develop it, Share it and Sustain it*, Joseph V. Quigley (McGraw-Hill, 1993)
- Subscribe to *The Futurist Magazine* of the World Future Society (www.tmn.com/wfs/futurist.htm)
- Annual Report of Privy Council Office

Videos

- *Discovering the Future: The Power of Vision* available from the Public Service Commission's Self-Directed Learning Centre
- *The Business of Paradigms*, Joel Barker