



Developing Leadership Competencies

8. TEAMWORK-continued

- Provide a clear rationale for your decisions and actions that clearly links decisions and actions to your strategic vision. This will gain commitment and provide clear leadership.
- Consciously support team members in complementing each other's strengths in completing tasks. Encourage awareness of each other's styles by using team-building instruments/models such as the Myers-Briggs Type Inventory or the Katzenbach team effectiveness model.

Public Service Courses

- Leading for Results (CCMD)
- Mediating Conflict (T905 - Training & Development Canada)
- People Oriented Management (T416 - Training & Development Canada)
- Staff Relations for Supervisor and Managers (P403 - Training & Development Canada)
- Effective Leaders/Effective Employees: A Workshop on Managing Performance (0502- Statistics Canada)

Books

- ***The Work of Teams***, Jon R. Katzenbach (Harvard Business School Press, 1998)
- ***Teams at the Top: Unleashing the Potential of Both Teams and Individual Leaders***, Jon R. Katzenbach (Harvard Business School Press, 1997)
- ***The Boundaryless Organization***, Ron Askenas, Dave Ulrich, Todd Jick and Steve Kerr (Jossey-Bass, 1995)
- ***The Leadership Challenge: How to Get Extraordinary Things Done in Organizations***, James Kouzes and Barry Posner (Jossey-Bass, 1987)
- ***Overcoming Organizational Defenses***, Chris Argyris (Allyn & Bacon, 1990)