



# Developing Leadership Competencies

## 3. CREATIVITY

### Competency Descriptors by Level

#### Supervisor

- Encourage subordinates to explore new perspectives when problem solving
- Support continuous learning in action plans for working group

#### Middle Manager

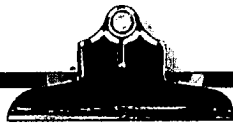
- Question current approach to work to optimize outcomes
- Identify and assess new technology and tools for doing work
- Recognize/cultivate creativity in subordinates
- Identify barriers in the unit to more creative work
- Recognize emerging areas for learning and development in a specialty area

#### Director

- Propose innovative programs or policies to senior management
- Enhance operational efficiency through targeted initiatives
- Eliminate barriers within sector to new initiatives
- Support a continuous learning environment through resource allotment

#### Director General

- Propose innovative programs or policies to senior management
- Enhance operational efficiency through targeted initiatives
- Eliminate barriers within sector to new initiatives
- Support a continuous learning environment through resource allotment



### On-the-Job Actions to Develop in Creativity

- Subscribe to journals in your field and discuss new developments. Use your reading to generate ideas about potential cutting-edge initiatives. Explore these possibilities with others in order to initiate a positive