



**Royal Roads**  
UNIVERSITY

## ***Values-based Competencies***

# Introduction

The connection between people, place and purpose has created a vibrant working and learning community at Royal Roads University. We are committed to appreciating and celebrating our diversity and to ensuring a regenerative culture. Our work is guided by the [Royal Roads University Strategic Direction](#) and the organizational [goals](#) set within it. To thrive within our regenerative culture, it is important to describe and demonstrate our core values and the aligned competencies that will help us succeed in the achievement of our goals. This document describes 14 competencies that will help us to demonstrate the RRU core values and become the basis for how we accomplish our work together.

If you are responsible for leading others, this document is a useful coaching tool, providing the language that describes the “how” component of successful performance. If you are a team member, the document provides you with some examples of how you can develop and demonstrate the competencies that will equip you for success at RRU and help us maintain a regenerative culture.

By identifying and openly stating these values-based competencies RRU is living the promise of an open, transparent workplace and reinforcing an environment where individuals feel comfortable asking for feedback and discussing their performance, development, career goals or their concerns about change.

## What are Competencies?

### **Skills, knowledge & behaviours**

In order to succeed in our work we require a host of skills, knowledge and behaviours. While skills and knowledge are important, we know that behaviours (or competencies) play a significant role in determining successful performance.

### **Values-based competencies**

In this document, you will find 14 competencies and a number of behavioural examples which illustrate how RRU’s values can be demonstrated every day.

### **Categories of behavioural examples**

To support personal development and facilitate coaching, four categories of behavioural examples have been provided for each competency. The categories relate to the scope and complexity of an individual’s role responsibilities. The four categories used here are: 1) Individual team member; 2) Team or Project Leader; 3) Manager/Director/Dean/AVP and 4) Executive. It is assumed that someone demonstrating behaviours in higher categories are also able to demonstrate the behaviours in the lower categories.

Behaviours are typically not discrete; please expect overlap and grey areas between the different categories of behaviour.

RRU'S CORE VALUES: **CARING, ACCOUNTABLE & CREATIVE**

**14 VALUES-BASED COMPETENCIES**

<p><b>Student/Client focus:</b></p> <p>maintaining student/client focus, understanding their needs, providing realistic commitments and taking responsibility for delivering on those commitments</p>	<p><b>Leadership:</b></p> <p>inspiring and energizing self and others to achieve personal and organizational success</p>	<p><b>Social, economic &amp; environmental responsibility:</b></p> <p>consciously making sustainable choices that foster a healthy social, economic and environmental future</p>	<p><b>Honesty, respect openness:</b></p> <p>acting with openness, honesty and respect in all that we do</p>	<p><b>Quality:</b></p> <p>striving for the highest standards in self and the organization</p>	<p><b>Coaching &amp; feedback:</b></p> <p>providing support, guidance and feedback to help others meet challenging objectives and performance goals</p>	<p><b>Developing self &amp; others:</b></p> <p>finding ways to keep skills current and maintain up-to-date knowledge of specific and broad-range topics; providing developmental opportunities to others</p>
<p><b>Results focus:</b></p> <p>maintaining a focus on the important issues to achieve and improve results; ensuring a strategic to drive successful outcomes</p>	<p><b>Business awareness:</b></p> <p>maintaining an awareness of and applying sound business principles and effective operational practices</p>	<p><b>Flexibility/facilitating change:</b></p> <p>Receptive to change; positively adapting and effectively working within a changing environment; seizing opportunities and maintaining focus on the important issues</p>	<p><b>Communication:</b></p> <p>exchanging information and ideas with others to promote effective discussion and decision-making; promoting 2 way communication</p>	<p><b>Future thinking/ Innovation (Problem Solving &amp; Creativity):</b></p> <p>generating and implementing creative solutions to achieve RRU's strategic goals; anticipating, conceptualizing and /or communicating future events trends and opportunities; supporting innovativeness and exploration</p>	<p><b>Relationship management:</b></p> <p>working to build effective contacts with internal and external individuals whose co-operation is important to present and/or future success</p>	<p><b>Teamwork:</b></p> <p>working collaboratively with others to build supporting working relationships where people actively share information, support diversity, rely on each others' expertise and deliver on commitments; supporting diversity as a means to achieve effective teamwork</p>

# Student or Client Focus:

.. maintaining student/client focus, understanding their needs, providing realistic commitments and taking responsibility for delivering on those commitments

Individual Team Member	Team or Project Leader	Manager/Director/Dean/AVP	Executive
<p><i>Demonstrates an awareness of his/her own ability to impact the student or client</i></p>	<p><i>Works with team to develop a better understanding of the student or client's circumstances to provide the most effective service</i></p>	<p><i>Juggles multiple resources to best meet the needs of students or clients</i></p>	<p><i>Builds and maintains an organization focused on the student and the prosperity of the community; demonstrates a 'service orientation' and learner/client responsiveness</i></p>
<ul style="list-style-type: none"> <li>❑ asks questions to clarify the student/clients' needs</li> <li>❑ provides realistic expectations at the outset of an interaction to build confidence and trust</li> <li>❑ goes out of his/her way to help the student or client and offers alternate solutions where the request is impossible to meet</li> <li>❑ answers student/clients' questions or helps them to find the answer elsewhere</li> <li>❑ provides personal attention to ensure each student/client feels treated as an individual</li> </ul>	<ul style="list-style-type: none"> <li>❑ visits clients at their site whenever possible to better understand their business and build relationships</li> <li>❑ works with team to ensure that client/student are kept informed as their requests are being managed</li> <li>❑ seeks feedback from clients/students, listening and responding positively to suggestions and criticisms</li> </ul>	<ul style="list-style-type: none"> <li>❑ continuously updates the team with client/student information enabling them to provide the most effective service</li> <li>❑ reallocates resources as appropriate to best meet student/client needs</li> <li>❑ persuasively lobbies for additional resources where necessary to meet student/client needs</li> <li>❑ challenges individuals to look at issues through the eyes of the client/student</li> <li>❑ considers the needs of both the student/client and the overall organization and finds mutually acceptable solutions</li> </ul>	<ul style="list-style-type: none"> <li>❑ Develops and supports policies to ensure the highest standards of teaching and applied research</li> <li>❑ regularly reinforces Royal Roads uniqueness and strengths to external stakeholders</li> <li>❑ removes internal barriers and processes that hinder Royal Roads ability to focus on students and its unparalleled teaching model</li> <li>❑ simultaneously considers the multi-dimensional needs of a diverse group of clients and stakeholders</li> </ul>

# Leadership:

**..inspiring and energizing self and others to achieve personal and organizational success**

Individual Team Member	Team or Project Leader	Manager/Director/Dean/AVP	Executive
<p><i>Accepts accountability for own actions and maintains a positive outlook</i></p>	<p><i>Creates team spirit and helps direct individuals towards the achievement of the team and organizational goals</i></p>	<p><i>Articulates and gives a sense of purpose and direction to the unit; delegates appropriately</i></p>	<p><i>Creates and communicates a sense of purpose that inspires others and builds enthusiasm and commitment among employees at all levels; sets the vision and identifies strategies to realize the vision</i></p>
<ul style="list-style-type: none"> <li>❑ conveys a positive outlook even during periods of high stress or change</li> <li>❑ accepts responsibility and holds self accountable for getting things done</li> <li>❑ quickly adapts to changing priorities/decisions, demonstrating support for team and organizational goals</li> </ul>	<ul style="list-style-type: none"> <li>❑ remains visible, available and approachable to others</li> <li>❑ provides a clear definition of individual and team member roles and responsibilities</li> <li>❑ explains what needs to be done and why</li> <li>❑ allows the team to take the glory</li> <li>❑ regularly finds ways to celebrate and reward successes with the team</li> <li>❑ takes a stand on issues he/she feels strongly about but supports a decision once it is made</li> </ul>	<ul style="list-style-type: none"> <li>❑ gives the unit a sense of purpose by linking their efforts and contributions to the Royal Roads' overall vision, strategy and goals</li> <li>❑ demonstrates a passion, high energy and accountability for achieving the desired future state</li> <li>❑ listens without prescribing answers to ensure people feel comfortable voicing their opinions</li> <li>❑ asks questions (rather than providing solutions) to help others make informed decisions</li> <li>❑ delegates full authority and gives latitude to the individuals/team to do the job in their own way</li> <li>❑ takes leadership responsibility for issues, inside and outside of his/her portfolio</li> <li>❑ uses realistic but positive language to inspire others and make them feel part of a highly successful team</li> </ul>	<ul style="list-style-type: none"> <li>❑ seeks input from a number of sources to help conceptualize an inspiring vision and strategic direction for Royal Roads</li> <li>❑ takes every opportunity to generate excitement, enthusiasm and commitment for the RRU vision</li> <li>❑ sets effective context then pushes decision authority to the lowest appropriate level</li> <li>❑ recognizes that his/her actions and decisions must always align with the values and strategic direction of RRU and acts accordingly</li> </ul>

# Social, Environmental and Economic Responsibility

..consciously making choices that foster a healthy social, economic and environmental future

Individual Team Member	Team or Project Leader	Manager/Director/Dean/AVP	Executive
<p><i>Reflects upon personal activities and makes changes that show consideration for social and environmental issues</i></p>	<p><i>Brings attention to the value of sustainability, encouraging self and others to give it focus</i></p>	<p><i>Seeks opportunities for the organization to demonstrate its commitment to sustainability</i></p>	<p><i>Promotes RRU as a university for the 21<sup>st</sup> century, a leader in sustainability and in making choices that demonstrate a strong commitment to sustainability</i></p>
<ul style="list-style-type: none"> <li>❑ actively participates in initiatives that foster a more healthy future</li> <li>❑ regularly questions how to make day-to-day work activities more socially and environmentally responsible</li> <li>❑ makes suggestions that support a healthy social and environmental workplace</li> </ul>	<ul style="list-style-type: none"> <li>❑ encourages others to consider how the value of sustainability can be woven into day-to-day decisions</li> <li>❑ lets colleagues and friends know what Royal Roads is doing to support sustainability to maintain a positive public image for RRU</li> <li>❑ positively recognizes others for integrating sustainability into their daily activities or for suggesting new opportunities to demonstrate sustainability</li> </ul>	<ul style="list-style-type: none"> <li>❑ reflects upon the social, economic and environmental issues in all major decisions</li> <li>❑ keeps abreast of what is going on in the community and suggests ways for RRU to promote its commitment to sustainability</li> <li>❑ demonstrates support for decisions and events that promote sustainability, working with his/her group to selectively target those that will benefit both the community and RRU</li> <li>❑ encourages the team to look for opportunities to participate in activities that promote a healthy, social, economic and environmental future.</li> </ul>	<ul style="list-style-type: none"> <li>❑ clearly articulates what the value of sustainability means to the overall organization to guide actions and decisions</li> <li>❑ actively looks for and positively discriminates in favour of actions/decisions that demonstrate social and environmental responsibility while being economically viable for the overall organization</li> <li>❑ actively communicates Royal Roads' efforts and achievements in sustainability to external and internal stakeholders</li> </ul>

# Honesty, Respect, Openness (Integrity):

..acting with openness, honesty and respect in all that we do

Behavioural examples given here for honesty, respect and openness apply to all roles and levels across Royal Roads

Individual Team Member	Team or Project Leader	Manager/Director/Dean/AVP	Executive
<p>Honesty</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Speaks truthfully while respecting the feelings of others</li> <li><input type="checkbox"/> Is honest and ethical in all efforts; does only those things that would stand open scrutiny.</li> <li><input type="checkbox"/> Treats all people fairly</li> <li><input type="checkbox"/> Puts in the effort and time necessary to keep work promises</li> <li><input type="checkbox"/> Takes the initiative to admit own mistakes and takes responsibility for putting things right</li> <li><input type="checkbox"/> Takes responsibility for own actions, accepting both positive and negative consequences</li> </ul> <p>Respect</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Treats others the way in which they wish to be treated</li> <li><input type="checkbox"/> Remains present and focused e.g. uses eye contact, appropriate body language</li> <li><input type="checkbox"/> Listens openly to others' points of view, even when they may differ from his or her own</li> <li><input type="checkbox"/> Evaluates each person only on their demonstrated capabilities (skills /knowledge /behaviour)</li> <li><input type="checkbox"/> Gives praise to others in a manner the other person appreciates</li> <li><input type="checkbox"/> Maintains composure in difficult situations to respect those around him/her</li> </ul> <p>Openness</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Openly shares with others all the information they need, without being asked to do so</li> <li><input type="checkbox"/> Provides direct, constructive feedback in private about behaviours that are contrary to RRU values</li> <li><input type="checkbox"/> Is receptive to feedback</li> <li><input type="checkbox"/> When required, maintains confidentiality</li> </ul>			

# Quality:

.. striving for the highest standards in self and the organization

Individual Team Member	Team or Project Leader	Manager/Director/Dean/AVP	Executive
<p><i>Takes accountability for the quality and accuracy of own work</i></p>	<p><i>Looks for ways to raise the quality of programs, products and services in the immediate team</i></p>	<p><i>Provides adequate resources to inspire individuals and the unit to achieve the highest standards</i></p>	<p><i>Helps the organization to understand the power of striving for organizational and personal excellence; sets high quality expectations</i></p>
<ul style="list-style-type: none"> <li>❑ Recognizes quality and excellence in performance of duties</li> <li>❑ pays attention to detail to ensure that all the issues are considered</li> <li>❑ verifies information and checks understanding with client/student at the outset of the request to avoid misunderstanding</li> <li>❑ spends time familiarizing self with new information before introducing the same to a client/student</li> <li>❑ considers how his/her actions will affect the team's overall standards, taking action that will achieve team excellence</li> </ul>	<ul style="list-style-type: none"> <li>❑ establishes processes and standards to facilitate the delivery of high quality products and services</li> <li>❑ builds quality up-front by testing services and products to the fullest extent possible</li> <li>❑ actively and continuously looks for ways to raise the quality of work for self and the team</li> <li>❑ generates discussion with the team to help them understand the impact the quality of their work has on the team and RRU</li> </ul>	<ul style="list-style-type: none"> <li>❑ provides resources to initiatives that aim to raise RRU performance standards</li> <li>❑ recognizes and rewards others for high quality work that meets the needs of clients/students</li> <li>❑ sets high expectations of individuals and the organization and holds people accountable for those standards</li> <li>❑ takes others' personal commitments into account to demonstrate commitment to quality of both professional and personal life</li> <li>❑ takes every opportunity to share organizational success stories</li> <li>❑ recognizes individual, team and organizational milestones that are heading for excellence</li> </ul>	<ul style="list-style-type: none"> <li>❑ communicates a vision of excellence and credibility, captivating all to strive for the highest standards</li> <li>❑ scans the internal and external environments to find opportunities to improve organizational performance</li> <li>❑ seeks expert advice where appropriate to improve the quality of services, programs and organizational culture</li> <li>❑ Promotes quality performance</li> </ul>



# Coaching & Feedback:

**..providing support, guidance and feedback to help others meet challenging objectives and performance goals**

Individual Team Member	Team or Project Leader	Manager/Director/Dean/AVP	Executive
<i>Helps others by sharing knowledge and providing feedback</i>	<i>Coaches individuals and the team to in their pursuit of performance goals</i>	<i>Creates an environment that ensures individuals are given every opportunity to grow and perform to their potential</i>	<i>Values coaching and feedback as paramount to the organization's future success</i>
<ul style="list-style-type: none"> <li>❑ willingly shares personal experiences and knowledge to help raise team performance</li> <li>❑ provides on-going feedback to individuals and the team, concentrating on behaviours and results</li> <li>❑ explains the rationale for doing things a certain way when giving directions or demonstrations</li> </ul>	<ul style="list-style-type: none"> <li>❑ pitches-in to help the team meet goals, demonstrating an ability to act as player/coach</li> <li>❑ provides positive and sincere recognition for efforts that lead to desired results</li> <li>❑ monitors performance against agreed upon work plans and goals</li> <li>❑ offers support to individuals experiencing performance difficulties</li> <li>❑ asks pertinent questions and challenges assumptions to help others develop a wider perspective</li> </ul>	<ul style="list-style-type: none"> <li>❑ accurately assesses the strengths and developmental needs of individuals to identify their readiness to assume additional responsibilities</li> <li>❑ exposes team members to new challenges, and experiences</li> <li>❑ makes time to talk with team members about their work both informally and formally thereby demonstrating commitment to the coaching process</li> <li>❑ proactively looks for opportunities to mentor employees and help them succeed</li> <li>❑ recognizes emerging performance problems and intercedes quickly to correct them</li> </ul>	<ul style="list-style-type: none"> <li>❑ provides effective coaching and constructive feedback to direct reports and peers, thus role modeling the importance of coaching</li> <li>❑ emphasizes the importance of coaching on work plans and holds Senior Management accountable for demonstrating coaching behaviours</li> <li>❑ creates a culture where the individual is well supported by Royal Roads but ultimately responsible for his/her performance and development</li> <li>❑ supports and expects prompt action where performance is below par</li> </ul>

# Developing Self & Others:

**..finding ways to keep skills current and maintain up-to-date knowledge of specific and broad-range topics; providing developmental opportunities to others**

Individual Team Member	Team or Project Leader	Manager/Director/Dean/AVP	Executive
<i>Takes responsibility for own learning</i>	<i>Promotes information sharing within the team and encourages learning as integral to the team's daily activities</i>	<i>Takes an active role in guiding others in their developmental activities</i>	<i>Creates an environment that aims to fulfill the personal and professional development expectations of all employees.</i>
<ul style="list-style-type: none"> <li>❑ listens to feedback without defending behaviour and makes appropriate changes</li> <li>❑ finds expedient ways to develop new skills in the absence of formal training</li> <li>❑ shows a genuine interest and time commitment to develop own skills and knowledge</li> <li>❑ admits to, takes responsibility for and learns from own mistakes</li> </ul>	<ul style="list-style-type: none"> <li>❑ provides time for the team to share information from a variety of sources, demonstrating that learning is integral to work</li> <li>❑ surrenders the interesting jobs to others to help broaden and strengthen their capabilities</li> <li>❑ exchanges information with a wide range of contacts to keep abreast of new ideas, technology etc.</li> </ul>	<ul style="list-style-type: none"> <li>❑ makes time to discuss career aspirations with team members</li> <li>❑ identifies developmental opportunities for team members (e.g. cross-functional projects)</li> <li>❑ acts as champion and sponsor for high performing team members</li> <li>❑ volunteers individuals for organizational projects even where the team is disadvantaged in the short-term</li> <li>❑ acts as a mentor to individuals at various levels within Royal Roads</li> </ul>	<ul style="list-style-type: none"> <li>❑ provides resources (time and money) for developmental opportunities that support individual and organizational needs</li> <li>❑ promotes recognition mechanisms that motivate learning and the sharing of knowledge</li> <li>❑ builds a regenerative culture that nurtures knowledge, learning and development of employees</li> </ul>

# Results Focus:

..maintaining a focus on the important issues to achieve and improve results

Individual Team Member	Team or Project Leader	Manager/Director/Dean/AVP	Executive
<p><i>Commits to action to achieve results</i></p>	<p><i>Focuses the team on activities that will achieve desired goals</i></p>	<p><i>Seeks opportunities to raise organizational performance to meet Royal Roads' goals</i></p>	<p><i>Focuses the organization on the things that are really important to organizational success</i></p>
<ul style="list-style-type: none"> <li>❑ works to, and meets tight deadlines</li> <li>❑ works to excel by setting challenging goals and standards for personal performance</li> <li>❑ applies extra effort to handle periods of high demand</li> <li>❑ persists and completes difficult assignments by demonstrating a positive attitude and focusing on the end results</li> </ul>	<ul style="list-style-type: none"> <li>❑ works with team to set challenging, yet achievable, goals that reflect the Royal Roads' overall strategic direction</li> <li>❑ communicates clear performance measures</li> <li>❑ encourages team to continuously focus their activities to meet the team's objectives</li> <li>❑ establishes team priorities, and identifies critical tasks and milestones to help keep projects and individuals on track</li> <li>❑ stays focused and on top of the important issues, thus keeping self and others on track</li> </ul>	<ul style="list-style-type: none"> <li>❑ periodically reviews the business plan with the unit to ensure everyone is in alignment</li> <li>❑ maintains regular contact with a variety of Royal Roads employees to help identify issues or problems which could impact current projects and goals</li> <li>❑ highlights the links between short term actions and decisions and how they are moving RRU towards the longer-term vision</li> <li>❑ weighs-up time and cost factors to help decide between "imperative" and "nice to have" deliverables</li> <li>❑ pushes self and others for high value results, not just activity</li> <li>❑ checks-in with individuals and asks them to do the same, holding people accountable for milestones and achieving results</li> </ul>	<ul style="list-style-type: none"> <li>❑ regularly reminds self and others of the issues that are really important to organizational success</li> <li>❑ balances the planning for, and implementation of, Royal Roads initiatives to achieve both short and long term results concurrently</li> <li>❑ Makes the necessary tough decisions to reshape structure and processes to meet stakeholder and market needs</li> </ul>

# Business Awareness:

**..maintaining an awareness of and applying sound business principles and effective operational practices**

Individual Team Member	Team or Project Leader	Manager/Director/Dean/AVP	Executive
<p><i>Seeks to understand and apply basic business principles and operations</i></p>	<p><i>Works with team to ensure that sound business principles and operational practices are being applied</i></p>	<p><i>Keeps current, builds effective business cases and adjusts business plans to facilitate short and long term success</i></p>	<p><i>Builds a financially and operationally effective organization to focus on the achievement of short and longer term results concurrently</i></p>
<ul style="list-style-type: none"> <li>❑ seeks and develops efficiencies in day-to-day activities and shares them with others</li> <li>❑ asks questions to build a better understanding of RRU’s business guidelines and operational practices</li> <li>❑ asks manager/colleagues to forward-on any interesting business news</li> <li>❑ uses templates and standards as the norm to minimize the need for customization upon each request</li> </ul>	<ul style="list-style-type: none"> <li>❑ makes contact with areas of RRU who are directly responsible for communication, policy etc to keep current on business guidelines and operational practices</li> <li>❑ works with the team to develop and apply consistent standards and processes, ensuring that client/student needs are met and efficiencies are utilized</li> <li>❑ brings discipline to the team, encouraging them to find easier and more efficient ways of working</li> <li>❑ when asking for additional resources, gives sound, well-thought-out reasons and options, recognizing that resources are limited</li> </ul>	<ul style="list-style-type: none"> <li>❑ keeps abreast of the university’s overall business and shares the information with his/her unit</li> <li>❑ considers decisions from a business perspective to ensure economic viability</li> <li>❑ uses financial information to evaluate options and opportunities</li> <li>❑ builds effective business cases, separating the main issues, highlighting benefits, providing realistic cost and time estimations etc.</li> <li>❑ reworks plans in light of new information, changes etc and informs all stakeholders</li> <li>❑ says “no” to changes/requests which would cause delays, overruns or do not align strategically</li> </ul>	<ul style="list-style-type: none"> <li>❑ clearly understands and is able to explain how strategic decisions may impact RRU’s financial performance and guides accordingly</li> <li>❑ analyzes and balances the financial requirements of programs, policies and other resources to achieve short term results while not sacrificing longer-term goals</li> <li>❑ welcomes input from the organization to improve operations and business efficiencies</li> <li>❑ makes the tough decisions necessary to build an effective, streamlined and economically sound organization</li> </ul>

# Flexibility/ Facilitating Change:

..positively adapting and effectively working within a changing environment;  
seizing opportunities and maintaining focus on the important issues

Individual Team Member	Team or Project Leader	Manager/Director/Dean/AVP	Executive
<i>Willingly adapts to change and demonstrates flexibility</i>	<i>Helps others to embrace change and facilitates its implementation</i>	<i>Demonstrates leadership and focus, providing purpose and direction throughout external and internal change</i>	<i>Focuses the organization on the changes necessary for organizational success in the short and long term</i>
<ul style="list-style-type: none"> <li>❑ positively adapts to new ways of working as changes are introduced</li> <li>❑ shifts priorities if more urgent work is requested</li> <li>❑ remains flexible around work hours particularly during peak periods but sets own personal limits</li> <li>❑ remains calm and pleasant in the face of frequent interruptions and change</li> <li>❑ adapts quickly to the styles, focus and energy of different teams</li> </ul>	<ul style="list-style-type: none"> <li>❑ makes time to listen and discuss individual's opinions and concerns about change, offering support as appropriate</li> <li>❑ lets the team know what impact changes will have on their individual roles</li> <li>❑ immediately passes on information to the team and admits that some issues are ambiguous</li> <li>❑ highlights the benefits of change to the team to muster their enthusiasm</li> <li>❑ identifies practical steps and time frames for the implementation of change</li> <li>❑ positively accepts ambiguity and uncertainty in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>❑ keeps everyone focused on the important issues so that the unit stays on track during external and internal changes</li> <li>❑ genuinely demonstrates through words and actions his/her personal commitment to the necessities of change and renewal</li> <li>❑ acknowledges others' resistance or pessimism towards change while working with them to discover something that captivates their interest and moves them in the right direction</li> <li>❑ demonstrates comfort in making decisions with incomplete information and leading in an unpredictable world</li> </ul>	<ul style="list-style-type: none"> <li>❑ frames the change, highlighting its significance to RRU now and in the future</li> <li>❑ continuously shows the link between change and strategic decisions to keep everyone focused on important issues and actions</li> <li>❑ recognizes that change brings opportunities for improving competitiveness and inspires the organization to work together to find them</li> <li>❑ role models and articulates the fundamental importance of two-way communication during times of high stress and change</li> </ul>

# Communication:

..exchanging information and ideas with others to promote effective discussion and decision-making

Individual Team Member	Team or Project Leader	Manager/Director/Dean/AVP	Executive
<i>Effectively communicates with others</i>	<i>Exchanges information in an open, honest and clear manner to enhance team effectiveness</i>	<i>Proactively and consistently communicates within the unit, across RRU and with other stakeholders</i>	<i>Creates a climate for open and transparent two-way communication for RRU</i>
<ul style="list-style-type: none"> <li>❑ actively listens and asks questions to ensure mutual understanding</li> <li>❑ uses the most effective means of communication, showing respect for the time constraints of others</li> <li>❑ conveys ideas clearly and concisely and gets to the point quickly</li> <li>❑ writes clearly and concisely, checking with the reader to ensure understanding</li> <li>❑ uses open-ended and probing questions to elicit information beyond the initial request</li> <li>❑ shares information in an open and direct manner to help others make informed decisions</li> </ul>	<ul style="list-style-type: none"> <li>❑ regularly asks for, and listens to, the views and opinions of others, showing genuine respect for what they have to say</li> <li>❑ responds to others in a way that demonstrates he/she has heard and considered their opinions</li> <li>❑ adjusts language, style and tone of communication to suit audience</li> <li>❑ brings forward to Management the ideas and concerns of his/her team to ensure they are heard</li> <li>❑ openly voices and constructively shares differences of opinions, yet is willing to modify perspective and demonstrate flexibility</li> </ul>	<ul style="list-style-type: none"> <li>❑ takes the initiative and makes consistent and regular two-way communication a priority in the unit</li> <li>❑ finds reasons to walk around to talk to people, being visible and available</li> <li>❑ prepares and delivers engaging and motivating presentations</li> <li>❑ considers other peoples' opinions, adapting the message to demonstrate respect for the audience</li> <li>❑ Considers internal and external stakeholders to ensure effective communication with all</li> </ul>	<ul style="list-style-type: none"> <li>❑ establishes informal and formal lines of communication across the Royal Roads to support a transparency of operations</li> <li>❑ plans two-way communication strategies so that employees hear first-hand about the plans for Royal Roads</li> <li>❑ makes two-way communication a high priority, allocating resources and time for employees to communicate up, down and across the organization</li> <li>❑ role models effective and consistent communication and holds management responsible for same</li> </ul>

# Future Thinking/Innovation:

.. generating and implementing creative solutions to achieve RRU's strategic goals; conceptualizing and articulating future events, trends and opportunities

Individual Team Member	Team or Project Leader	Manager/Director/Dean/AVP	Executive
<p><i>Stays informed and finds more effective ways of working</i></p>	<p><i>Assists the team in the development of new ideas and ways to work</i></p>	<p><i>Scans the environment for potential opportunities, engaging individuals in the development of innovative yet achievable goals and work plans</i></p>	<p><i>Anticipating future global and domestic economic, social and environmental changes to help shape and steer a successful course for RRU</i></p>
<ul style="list-style-type: none"> <li>❑ asks questions, reads etc. to stay well informed</li> <li>❑ thinks “outside the box” and is not constrained by traditional ways of doing things</li> <li>❑ offers suggestions to improve the ways things are done</li> <li>❑ takes the initiative to try new things</li> </ul>	<ul style="list-style-type: none"> <li>❑ considers how new ideas/trends may affect the team</li> <li>❑ shares new ideas/trends with the team, asking how those trends could be turned into opportunities for the team</li> <li>❑ engages others in “what if” thinking to encourage them to find new and better ways of working</li> <li>❑ provides time for brainstorming and the sharing of ideas</li> </ul>	<ul style="list-style-type: none"> <li>❑ scans the economic, academic, business and/or technical environment to spot opportunities and plan for future needs</li> <li>❑ analyzes emerging trends and threats over the longer term and effectively interprets this information to demonstrate the potential for Royal Roads</li> <li>❑ focuses the team’s attention on the importance of the bigger, longer term picture rather than the immediate</li> <li>❑ challenges fundamental and traditional assumptions and encourages others to do the same</li> </ul>	<ul style="list-style-type: none"> <li>❑ continuously anticipates and reflects upon how future global and domestic changes will affect Royal Roads’ stakeholders</li> <li>❑ clarifies the future direction of the organization in light of global and domestic trends</li> <li>❑ takes every opportunity to generate excitement, enthusiasm and commitment for the vision</li> <li>❑ allocates resources and time for innovative projects that support Royal Roads’ vision and strategic direction</li> </ul>

# Relationship Management:

..working to build or maintain effective contacts with internal and external individuals whose co-operation is important to present and/or future success

Individual Team Member	Team or Project Leader	Manager/Director/Dean/AVP	Executive
<i>Treats people with respect and develops trust</i>	<i>Selectively develops a wide network of contacts</i>	<i>Encourages others to build mutually beneficial relationships</i>	<i>Uses effective strategies to influence others and gain their support</i>
<ul style="list-style-type: none"> <li>❑ gets to know team members on a more personal level to build effective working relationships</li> <li>❑ shows consideration, concern and respect for others</li> <li>❑ takes personal responsibility for helping and interacting with people visiting the department</li> <li>❑ establishes trust, credibility and respect with others through a track record of delivering on commitments</li> </ul>	<ul style="list-style-type: none"> <li>❑ meets informally and formally with other departments to stay in touch, build consensus and establish rapport</li> <li>❑ actively seeks to understand the work objectives and perspectives of other teams and departments</li> <li>❑ sets personal agendas aside when participating in cross-functional or inter-organizational projects</li> <li>❑ demonstrates sensitivity towards differing needs and viewpoints</li> </ul>	<ul style="list-style-type: none"> <li>❑ models relationship building to encourage the team to develop relationships with students, suppliers, stakeholders and other Royal Roads departments</li> <li>❑ identifies key internal and external contacts and develops alliances built on mutual gain</li> <li>❑ willingly gives more than he/she receives</li> <li>❑ accentuates the positive when speaking about individuals and departments within Royal Roads</li> <li>❑ finds the common ground between rival groups to gain their cooperation for mutual endeavours</li> <li>❑ calls upon contacts to elicit their opinions on strategic and other important issues</li> </ul>	<ul style="list-style-type: none"> <li>❑ influences others towards courses of action that support Royal Roads' strategic decisions</li> <li>❑ reciprocally offers high level advice to external contacts, maintaining the appropriate level of confidentiality</li> <li>❑ actively engages with external stakeholders to intensify RRU's presence and credibility in the community</li> </ul>



# Teamwork:

**..working collaboratively with others to build supportive working relationships where people actively share information, rely on each others' expertise and deliver on commitments**

Individual Team Member	Team or Project Leader	Manager/Director/Dean/AVP	Executive
<i>Positively contributes as a team member in the pursuit of common goals</i>	<i>Facilitates and encourages teamwork in the pursuit of team goals</i>	<i>Promotes integration and collaboration across teams to meet organizational goals</i>	<i>Creates an environment that cultivates teamwork</i>
<ul style="list-style-type: none"> <li>❑ offers assistance to co-workers in the pursuit of team goals</li> <li>❑ acknowledges the work of others by thanking them for their contribution</li> <li>❑ contributes actively and fully to team projects by sharing ideas and information</li> <li>❑ maintains effective relationships with others by being open and frank, yet tactful</li> <li>❑ asks to be included in team meetings to be considered as an integral part of the team</li> </ul>	<ul style="list-style-type: none"> <li>❑ provides a clear definition of individual and team member roles and responsibilities</li> <li>❑ shows respect for, and listens to, the opinions of all team members regardless of their position level</li> <li>❑ pitches-in to help the team meet goals, demonstrating an ability to act as player/coach</li> <li>❑ finds ways to celebrate and reward successes with the team</li> <li>❑ passes on compliments to the team</li> <li>❑ recognizes when conflict exists and takes quick and appropriate action to resolve the problem</li> </ul>	<ul style="list-style-type: none"> <li>❑ promotes the value of internal synergy by bringing functions together to share information, learn from each other etc.</li> <li>❑ proactively shares ideas and resources with other units and asks other to do the same</li> <li>❑ breaks down barriers that stand in the way of team sharing, team incentives and cross-functional team spirit</li> <li>❑ conducts regular meetings to provide opportunities for the open exchange of ideas</li> </ul>	<ul style="list-style-type: none"> <li>❑ promotes collaboration and teamwork through the introduction of team-based structures, systems and policies</li> <li>❑ gives latitude and support (e.g. time and resources) for the creation of multi-talented, diverse teams to handle organizational-wide issues</li> <li>❑ involves the major internal and external stakeholders in assessing situations and drawing conclusions</li> <li>❑ confronts individuals who build "silos" or those who protect their "turf"</li> </ul>