RRU

LEADERSHIP COMPETENCIES

Royal Roads
UNIVERSITY

COLLABORATION

Building partnerships and working collaboratively with others to meet shared objectives.

Level of proficiency in competency

8 Takes initiative to build and promote a culture of collaboration and of open, fearless communication across the organization. Adeptly pursues and integrates a wide range of perspectives.

7 Promotes a culture of collaboration across boundaries, where people can express themselves honestly; addresses major barriers to collaboration. Seeks out a broad range of perspectives to address issues.

6 Enhances and improves collaboration among coworkers and with external partners. Solicits ideas from diverse colleagues, leaves space in conversation for them; gives credit well and generously.

5 Encourages coworkers and external partners to work together as a team, and makes sure they get credit for doing so. Encourages people to share their honest views, responds in a non-defensive way when they do.

4 Enlists a range of stakeholders to add value; ensures they are well informed and surprises are avoided. Confronts and challenges "us vs. them"; shows strong appreciation for others' efforts toward shared goals.

3 Readily involves others to accomplish goals; stays in touch and shares information; discourages "us versus them" thinking; shows appreciation for others' ideas and input.

2 Finds many ways to add value to the team; probes to draw out richer input from others; is a valued resource who goes out of the way to help others.

1 Learns how to operate as a team player, contributing actively to the group's efforts. Seeks others' inputs, appreciates their contributions; offers to help when the need is clear.

DECISION QUALITY

Making good and timely decisions that keep the organization moving forward.

Level of proficiency in competency

8 Urges cross-functional analysis, supported by robust data and sound logic, removing obstacles to widespread cooperation on key decisions. Makes tough decisions and difficult trade-offs, skillfully balancing analysis with decisiveness.

7 Coaches leaders to push decision making down to the most appropriate level; challenges those who retain too much authority. Pushes for the use of sound logic and data when making organization-wide decisions.

6 Ensures that people internalize policies and standards and accept full responsibility for their decisions. Confidently makes choices in the best interests of the organization, deals constructively with resistance.

5 Ensures that people's decisions comply with policies and standards. Integrates analysis, experience, and other inputs to make effective decisions. Accepts workable decisions and also seeks better alternatives.

4 Consistently demonstrates strong judgment; may be sought out by others for expertise and guidance. Takes smart, independent action in urgent and non-routine situations, knows when to escalate for others' involvement.

3 Knows when to act independently and when to escalate issues. Integrates various inputs, decision criteria, and trade-offs to make effective decisions. Typically makes good independent decisions.

2 Swiftly internalizes coaching on routine issues; handles issues confidently after instruction. Leverages rules and procedures to speed up decision making. Confidently and quickly draws on others' expertise.

1 Seeks coaching from others to address routine problems; learns to handle these issues effectively. Bases decisions and actions on relevant rules and procedures.

DRIVES VISION AND PURPOSE

Painting a compelling picture of the vision and strategy that motivates others to action.

Level of proficiency in competency

8 Paints a compelling picture of the vision and strategy that motivates others to action. For example, champions a clear purpose and vision persistently and uses this sense of mission to overcome resistance and hardships. Speaks regularly about why the work is important to the world.

7 Paints a compelling picture of the vision and strategy that motivates others to action. For example, provides clarity around the organization's vision, mission, and values, and the positive impact the organization can have on customers, society, etc. Instills a sense of energy, optimism and purpose.

6 Paints a compelling picture of the vision and strategy that motivates others to action. For example, is a strong champion for the organization's vision; energizes people to commit to this long-term direction. Regularly and enthusiastically describes how people's efforts make a difference.

5 Paints a compelling picture of the vision and strategy that motivates others to action. For example, makes the vision real for others and encourages people to buy in; paints an engaging and illuminating picture of future possibilities for the team. Gives people an understanding of how their efforts and contributions make a positive difference.

4 Paints a compelling picture of the vision and strategy that motivates others to action. For example, explicitly articulates the core purpose of own work and consistently acts in alignment with that. Finds unique ways to contribute to the organization's vision and to the workgroup's mission.

3 Paints a compelling picture of the vision and strategy that motivates others to action. For example, operates with a clear sense of purpose that gives meaning to everyday activities. Takes steps to advance the organization's vision and ensures that own efforts align with the workgroup's mission.

2 This level is not relevant for this behaviour.

1 This level is not relevant for this behaviour.

INSTILLS TRUST

Gaining the confidence and trust of others through honesty, integrity and authenticity.

Level of proficiency in competency

8 Develops strong trust in the organization and its leadership through open and honest communication; takes steps to actively ensure transparency.

7 Is a role model for honesty and transparency, promoting trust in the organization and its leadership. Demonstrates dependability and builds an organization with a reputation for living up to its commitments.

6 Builds a team with an exemplary reputation for reliability and for meeting even difficult commitments. Builds trust among people and groups by ensuring honest and up-front communication; maintains transparency.

5 Models honesty and authenticity and encourages others to be up front with one another. Demonstrates reliability and places a strong emphasis on the team meeting its commitments. Fairly represents others' positions.

4 Is consistently honest and straightforward; shares uncomfortable information in a clear and helpful manner. Maintains high ethical standards and professional codes of conduct.

3 Demonstrates integrity, upholding professional codes of conduct. Instills trust by following through on agreements and commitments despite competing priorities and by being honest and straightforward.

2 Consistently adheres to organizational policies and practices, even when they are unpopular or inconvenient. Builds trust by honoring commitments and by being open and honest at work.

1 Acts consistently with the organization's policies and practices. Shows honesty and candor when working with others. Honors agreements and meets commitments.

LEARNER/CLIENT FOCUS

Building a strong learner relationship and delivering learner-centric solutions.

Level of proficiency in competency

8 Champions the needs of customers; energizes people to provide outstanding service; provides resources for customer needs. Builds and cultivates deep partnerships or alliances with many new and existing customers.

7 Supports efforts to build customer satisfaction, loyalty, and commitment, and secures organizational resources to do so. Creates partnerships with customers; identifies some ways to build and strengthen these relationships.

6 Uses customer feedback and data to drive continuous improvement; creates an environment in which team members feel a strong sense of ownership and accountability toward creating the best possible customer experience.

5 Solicits customer feedback and data; conveys a clear understanding of the level of service the team is providing; takes action when standards are not met by team; aligns business process with customer needs.

4 Digs deeply into customer feedback and drives the innovations that can enable the organization to better meet customers' future needs. Frequently adjusts approach to ensure customer needs are met and to improve service.

3 Keeps in contact with customers to ensure problems are resolved, or to improve customer service. Studies customer feedback and emerging customer needs and uses these to determine some creative new ideas.

2 Probes deeply into customer needs to identify less obvious interests or expectations. Consistently goes above and beyond to understand customer requirements and surpass their expectations.

1 Is interested in customer needs, learns customer requirements, and delivers effectively. Responds promptly to customer requests; secures the support of others to resolve the issues.

VALUES DIFFERENCES (EDI)

Recognizing the value that different perspectives and cultures bring to an organization.

Level of proficiency in competency

8 Skillfully identifies how cultural differences can lead to new opportunities and value to the organization. Creates an accepting, empowering environment that makes employees, of all backgrounds, feel motivated.

7 Supports diversity and inclusion; makes its importance known to the organization. Uses understanding of cultural differences to help meet business goals. Advances the careers of diverse colleagues.

6 Builds a team culture in which differences are embraced; leverages people's differences to strengthen the workgroup; exposes team members to diverse perspectives and ensures they learn from these viewpoints.

5 Provides clear messages about the business value of diversity; urges people to learn from diverse perspectives. Is sensitive to differences in norms, expectations, and ways of communicating.

4 Confronts stereotyping and offensive comments promptly. Consistently behaves with great sensitivity toward differences in cultural norms, expectations, and ways of communicating.

3 Brings together people of different perspectives, backgrounds, and/or styles and skillfully leverages the unique capabilities of each. Speaks up when others make offensive or stereotyping comments.

2 Grasps the uniqueness of each individual and challenges others who use stereotypes. Seeks out opportunities to learn and put into practice ideas from others with different perspectives, backgrounds, etc.

1 Understands people without applying stereotypes; demonstrates openness and respect to people and groups, regardless of their background; willingly learns from others.

CLIMATE LEADERSHIP

Increasing knowledge, skills, engagement, and leadership to support the integration of meaningful climate action within individual roles, the organization and beyond.

Level of proficiency in competency

8 Catalyzes systems-level transformation. Models emotionally intelligent and relational leadership. Builds cultures of inclusion, resilience, and collaboration while navigating complexity, uncertainty, and conflict.

7 Challenges the status quo and works to address root causes of climate injustice. Empowers others and amplifies diverse voices to advance meaningful change at multiple levels —individual, organizational, and societal.

6 Applies systems thinking, adaptive planning and holistic approaches to integrate climate considerations into broader organizational efforts. Leads the design and implementation of climate action strategies and initiatives.

5 Influences decisions and affects positive change through interpersonal skills, collaboration and intercultural agility. Applies equity and justice principles to support participative, inclusive climate action.

4 Builds resilience within self, team, and systems in response to climate-related risks, social stress, and environmental issues. Proactively embeds climate and sustainability into projects, plans, and team culture.

3 Engages with climate action initiatives. Shares knowledge and supports others' capacity building. Integrates climate and sustainability considerations into processes, planning and job functions.

2 Actively develops knowledge and skills related to climate action work. Seeks to understand the interconnections between climate, biodiversity, human rights, well-being, and other social systems and how these can manifest in the organization.

1 Has a basic understanding of climate change including its causes, impacts, and related risks to society and the organization. Is aware of the options and tools for action (for mitigation, adaptation and resilience) both at work and in broader contexts.