



TACTICAL

LOCAL GOVERNMENT

LEADER

PROFILE

November 2014

BACKGROUND

The success of communities in today's complex world requires professionals who understand and excel in leadership. To guide the development of current and future local government leadership, the Society of Local Government Managers has developed three Leadership Profiles:

- **Strategic Leader** - Chief Administrative Officer, General Manager or Senior Director responsible for overall operations
- **Operational Leader** – Department Director or Manager or of a specific function
- **Tactical Leader** – Supervisor or Coordinator for front line delivery of services

This Leader Profile is for those individuals in or aspiring to the role of Tactical Leader (Manager). It may be used for:

- Effective Supervision - agreeing on leadership expectations that are most relevant to the employee's role in the organization
- Self-Assessment - considering leadership strengths and weaknesses in view of strategic organizational needs
- Personal Learning - developing a personal leadership learning plan guided by current and future leadership expectations
- Succession Planning - articulating the expectations for future leadership opportunities to prepare individuals for career advancement.
- Performance Management - providing meaningful performance feedback based on mutually agreed upon success indicators and expectations
- Effective Recruitment - defining competencies to select ideal candidates with leadership potential
- Meaningful Recognition - celebrating success and recognizing others to promote service excellence.

Tactical Leader Self-Assessment involves two steps:

1. **Reviewing expectations** - competencies and expectations for the leadership role
2. **Assessing competence** - current proficiency for the leadership role

The purpose and process for each step is described along with an example using the attached Leader Assessment Worksheet. Once completed, the leadership assessment can be followed up with a personal leadership learning plan to enhance individual leadership capacity.

ASSESSMENT

STEP 1 - Reviewing expectations - competencies and expectations for the leadership role

1. Review the leadership competencies of a Tactical Leader.
2. Review the expectations (knowledge, skills, behaviors and abilities) associated with the competence level for your leadership role.

STEP 2 - Assessing competence - current proficiency for the leadership role

1. Reflect on your performance for each competency. Consider recent experiences, your last performance evaluation and feedback you may have received peers or members of your workplace.
2. Consider your performance for each of the Tactical Leader competencies:
 - a. Area for Development - strengths that should be maximized for current performance or future leadership potential.
 - b. Area for Improvement - weaknesses to work on to achieve the competence level required of the position.
3. Specify details of your assessment in terms of skills, abilities, knowledge and behaviors which are associated with the expectations for each competency. Be specific. It is okay to state both improvement and development areas for a competency.

Example

COMPETENCIES/ Expectations	ASSESSMENT - Develop or Improve
<p>1. COMMUNICATES CLEARLY</p> <p>Expectations</p> <ul style="list-style-type: none"> • Well informed staff • No surprises for others • Mutual understanding exists • Quality written reports • Prepares clear presentation of ideas • Conveyance of ideas in all directions 	<p><u>Develop</u></p> <ul style="list-style-type: none"> • Coach supervisors to provide better instructions to staff • Learn how to control dominate behaviors for more productive staff meetings <p><u>Improve</u></p> <ul style="list-style-type: none"> • Enhance ability and confidence to make presentations to the CAO and Council • Take time to review staff reports before processing them

OPTIONAL - Solicit the views of your mentor, peers or members of your team to further validate and/or enrich your self-assessment. You may wish to request input from others by providing them with a copy of your completed assessment or provide them a copy with column two and three blank. Always discuss the comments from others to ensure your complete understanding of their assessment.

TACTICAL LEADER ASSESSMENT WORKSHEET

COMPETENCIES/ Expectations	ASSESSMENT CRITERIA	ASSESSMENT – Develop or Improve
<p>1. <u>COMMUNICATES CLEARLY</u></p> <p>Activities</p> <ul style="list-style-type: none"> • Gives clear instructions • Deals effectively with clients • Exhibits good verbal & written skills • Provides useful ideas to management <p>Expectations</p> <ul style="list-style-type: none"> • Is polite and courteous • Confident in speaking to others • Listens actively to others • Good quality reports & letters • Staff are well informed • Clients feel respected 	<p>Assessment Consideration</p> <ul style="list-style-type: none"> • Be understood • Ensures direction is clearly understood • Maintains and encourages open 2 way dialogue • Ensures strong active listening skills • Documentation of direction to refer back to • Ability to adapt to the situation and audience • Maintains Consistent message • Creates intentional opportunities for communication • Effective presentation / delivery of info • Keep Operational/Strategic leaders briefed • Gives clear instruction and outcome expectations • Clients feel respected 	
<p>2. <u>COACHES OTHERS</u></p> <p>Activities</p> <ul style="list-style-type: none"> • Conducts regular one-on-one meetings • Undertakes regular performance reviews • Provides guidance and support for staff • Gives regular feedback <p>Expectations</p> <ul style="list-style-type: none"> • Timely and useful feedback • Regular performance reviews • Staff understand expectations • Staff acceptance of a learning plan • Personal learning plans in place • Two-way feedback in place 	<p>Assessment Consideration</p> <ul style="list-style-type: none"> • Provides mentorship • Ensures performance review in place • Holds regular one on one communications • Establish development goals for all staff members • Seizes upon teachable moments • Approachable, available to staff • Provides/discuss clarity of direction • Provides feedback routinely • Helps employees help themselves • Use of questioning to arrive at a solution • Aligns values and strategy of organization • Assisting co-workers and staff through change • Acts as a resource 	

COMPETENCIES/ Expectations	ASSESSMENT CRITERIA	ASSESSMENT – Develop or Improve
<p>3. <u>BUILDS EFFECTIVE TEAMS</u></p> <p>Activities</p> <ul style="list-style-type: none"> • Facilitates regular staff meetings • Encourages ideas for excellence • Addresses team challenges • Provides role clarity & team goals <p>Expectations</p> <ul style="list-style-type: none"> • Regular meeting debriefings • Shared values in place • Strong trust among team. • Good team spirit & pride • Shared goals unites members • Seamless but diverse responsibilities 	<p>Assessment Consideration</p> <ul style="list-style-type: none"> • Fosters trust – confidence • Respect diversity of opinions • Supportive of team members • Communicate goals • Regular meeting to discuss status on actions / resources and contain follow up • Develop good team spirit • Facilitates cross-team collaboration • High member trust, integrity and respect • Encourage ideas – implement 	
<p>4. <u>MOTIVATES OTHERS</u></p> <p>Activities</p> <ul style="list-style-type: none"> • Creates opportunities for innovation • Supports staff to meet challenges • Celebrates success of others • Promotes learning form failures <p>Expectations</p> <ul style="list-style-type: none"> • Clear expectations • Follow-up on ideas • Status quo challenges • Learning aims in place • Regular debriefing • Regular progress celebration 	<p>Assessment Consideration</p> <ul style="list-style-type: none"> • Celebrate success • Provides recognition for success • Encourage and value contributions • Willing to allow and take risk • Give the tools required to meet expectations • Creates environment for success • Creates an innovative environment • Thinking outside the box • Create an environment of empowerment • Always celebrate success of others • Be there, be available • Recognition program for team & individuals • Provide responsibility and authority 	

COMPETENCIES/ Expectations	ASSESSMENT CRITERIA	ASSESSMENT – Develop or Improve
<p>5. <u>NURTURES RELATIONSHIPS</u></p> <p>Activities</p> <ul style="list-style-type: none"> • Seeks to understand others views • Understands personal impact on others • Accepts differences in others • Takes time to get to know others <p>Expectations</p> <ul style="list-style-type: none"> • Adapt to personality differences • Productive work place • Trustful relationships • Mutual confidence with others • Fun atmosphere in workplace • Personality style understanding 	<p>Assessment Consideration</p> <ul style="list-style-type: none"> • Encourage and display conflict resolution • Promotes diversity • Transparency and openness • Maintain an open mind • Display a positive attitude 	
<p>6. <u>SETS OBJECTIVES</u></p> <p>Activities</p> <ul style="list-style-type: none"> • Prioritizes activities and expectations • Ability to problem solve and create alternatives Engages staff in goal alignment • Develops plans to achieve results <p>Expectations</p> <ul style="list-style-type: none"> • Clear goal 'line of sight' for staff • Goals widely understood by staff • Optimum resources utilization • Plan 'B' in place • Documented goal action plans • Alignment with corporate goals 	<p>Assessment Consideration</p> <ul style="list-style-type: none"> • Tie into overall vision of organization • Demonstrate tangible successes • Consider risk assessments • Need a work plan of flexibility • Constraints and resources in setting 	

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<p>7. <u>MANAGES PROJECTS</u></p> <p>Activities</p> <ul style="list-style-type: none"> • Creates clear task lists • Ensures adequate resources are in place • Monitors progress regularly • Assigns responsibility effectively <p>Expectations</p> <ul style="list-style-type: none"> • Project action plans • Clear performance expectations • Regular reporting • Meet project deadlines • Budget alignment with project • Established standards 	<p>Assessment Consideration</p> <ul style="list-style-type: none"> • Regular reporting • Communicates success, progress & failure • Focus on outcomes • Undertakes risk management • Plan, monitor and control • Align goals and objectives • Turn corporate vision into action • Create clear task and well defined ideas 	
<p>8. <u>DEVELOPS POLICY and/or PROCEDURE</u></p> <p>Activities</p> <ul style="list-style-type: none"> • Provides quality advice • Develop procedures to align with policies • Ensure internal procedures • Engages staff in problem solving • Questions policy and procedure relevance <p>Expectations</p> <ul style="list-style-type: none"> • Workplace procedure compliance • Policy development process in place • Regular procedure reviews • Thorough policy options analysis • Critical thinking skills 	<p>Assessment Consideration</p> <ul style="list-style-type: none"> • Ensure internal procedures are in place • Policies are clear and concise • Questions policy & procedure relevance • Business resumption planning • Remains objective • Recommend policy • Encourage staff to “own the policy” • Provide feedback • Make recommendations for changes 	

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<p>9. <u>LEAD BY EXAMPLE</u></p> <p>Activities</p> <ul style="list-style-type: none"> • Works beside and with staff • Takes initiative to make things better • Exhibits appropriate behaviors • Balances work/personal life <p>Expectations</p> <ul style="list-style-type: none"> • Respect of others • Personal commitment to organization • Self-initiative displayed • positive attitudes • People learn from you 	<p>Assessment Consideration</p> <ul style="list-style-type: none"> • Walks the talk • People learn from you • You want to follow leaders you admire • Display leadership in non-routine activities is calm 	
<p>10. <u>MAXIMIZES SERVICE EFFICIENCIES</u></p> <p>Activities</p> <ul style="list-style-type: none"> • Ensure processes are in place • Review services for efficiency • Seek service feedback for improvements • Instills customer service ethic <p>Expectations</p> <ul style="list-style-type: none"> • Continuous service process • Value for money • Sound service improvement proposals • Active client feedback mechanisms • Timely adjustment to changing conditions • Best practice research 	<p>Assessment Consideration</p> <ul style="list-style-type: none"> • Ensure upward feedback • Implement these learning's • Constantly reviews processes • Continuously seeks improvements • Engages line staff input 	