

During the Spring of 2011, over forty of Langara's leaders (including the Executive, members of the faculty and administration) took part in focus groups or interviews to discuss successful leadership at the College.

Based upon the values, vision and strategic priorities of Langara College, the following have been identified as the leadership competencies (behaviours and underlying characteristics) critical to successful performance in most leadership roles.

It is recognized that in each individual leadership role that the competencies will have varying levels of importance and may shift as organizational needs dictate. This is not intended to be an exhaustive list of all leadership competencies, but rather the competencies deemed to be important to successful leaders at Langara. Leaders will also require additional knowledge, certain experiences and technical and financial competencies specific to each position for effective performance.

Makes Good Decisions

- Collegiality
- Problem Solving & Decision-making
- Organizational Awareness
- Innovation

Manages Self

- Integrity
- Professional Maturity
- (TRP) Tenacity, Resilience & Patience
- Aspiration & Self-Development

Achieves Results

- Student Focus
- Business Awareness
- Visioning & Strategic Thinking
- Community Focus

Builds Strong Teams

- Team Leadership
- Mentorship & Coaching
- Relationship Management
- Communication

Makes Good Decisions

Collegiality...*valuing and demonstrating inclusivity, openness, civility and respect as a way of working at Langara.*

1. Acts respectfully and civilly towards others, thus establishing an environment where collegiality can flourish
2. Creates the right conditions for healthy and inclusive dialogue
(e.g. provides the overall goal, seeks input from wide-range of stakeholders at the beginning of the process, asks questions, listens carefully, and allows others time to articulate their opinions)
3. Remains flexible in order to work things out and find mutually acceptable solutions
4. Resolves conflict by asking questions that draw out common objectives and solutions rather than letting conflict fester

Problem solving & Decision Making... *considers a wide-range of information and perspectives to solve problems and make reasoned decisions; demonstrates a comfort with uncertainty and ambiguous conditions.*

5. Takes a wide-range of input into account then synthesizes complex or seemingly unrelated information to find workable solutions
6. Systematically analyzes the various factors rather than relying on anecdotal evidence or one-off experiences
7. Makes fair, timely and reasoned decisions even when not all the information is available or conditions are unpredictable, demonstrating a level of comfort with ambiguity and complex situations
8. Explains how he/she came to a decision in a forthright, confident and transparent manner
9. Gives the necessary support to a decision once it is made, demonstrating confidence in and commitment to the decision
10. Recognizes when consensus is unattainable and makes a decision that is right for Langara at that time

Organizational Awareness ... *understanding and appreciating Langara's internal culture and operating practices and as well as the political and business climate in which the organization operates.*

11. Ask questions and "keeps ear to the ground" to better understand key organizational and political issues and the viewpoints and objectives of key stakeholders
12. Successfully reads the climate of the organization, predicting how decisions or change will affect individuals and different groups
13. Offers and supports ideas/decisions that recognize the the political, cultural and human realities of the organization

Innovation... *welcoming, generating and implementing new ideas and solutions that help to achieve Langara's strategic goals*

14. Offers different perspectives, challenges traditional assumptions and asks deeper questions to stimulate creative thinking
15. Asks for, listens to and discusses creative ideas that help to move the organization forward
16. Provides support, leadership and resources to advance and implement creative ideas

Manages Self

Integrity...*acting with openness, honesty and respect to build and maintain an environment of trust*

17. Is honest and ethical in all efforts; does only those things that would stand-up to open scrutiny
18. Does what he/she says he/she is going to do
19. Speaks truthfully and candidly while respecting the feelings of others and sensitivity of issues
20. Treats all people fairly

Professional Maturity...*demonstrating courage to take on issues and make tough decisions while managing self with aplomb and emotional maturity*

21. Initiates conversation to discuss the tough issues, focusing on the issue and solution, rather than individuals and personalities
22. Maintains composure in difficult situations, respecting those around him/her and demonstrating confident leadership
23. Seeks out others for their expertise, recognizing his/her own limitations in specific areas
24. Admits own mistakes and takes responsibility to put things right

(TRP) Tenacity, Resilience & Patience ... *believing that own actions and efforts will overcome obstacles, weather storms, make progress and attain successful results in the end*

25. Takes a "can do" approach, taking accountability and following through in order to attain results
26. Persistently and patiently finds ways around perceived or real barriers to make progress
27. During inevitable rough patches, takes a "we'll get there in the end" approach demonstrating tenacity and patience

Aspiration & Self-Development...*strongly desiring more challenging assignments and accountability, recognizing the personal and professional commitment and development required*

28. Articulates a solid interest in pursuing a leadership career at Langara
(e.g. clearly states his/her personal career interests, goals and what he/she brings to the table)
29. Remains flexible in his/her career path, seeking out and seizing leadership opportunities as they arise and committing to the learning and development required
30. Finds and volunteers for internal and external opportunities where he/she can add value, gain organizational knowledge, build contacts and stay current
(e.g. committees, boards, presentations etc.)
31. Commits and takes action to gain further knowledge and/or qualifications in area of expertise, business, leadership and/or technology

Achieves Results

Student Focus ...*making decisions with the students in mind; focusing on providing the best possible experience for the student.*

32. Proactively co-ordinates resources across Langara to meet student needs and provide the best student experience
33. Prioritizes activities and resources with the aim of providing an intimate and personal learning environment
34. Seeks out students' input when making changes/improvements rather than making assumptions of students' needs or generalizing about the population base.

Business Awareness ...*maintaining an awareness of and applying sound business and financial principles*

35. Considers the financial, operational and human perspectives when offering ideas or making decisions to ensure their economic, operational and ethical viability
36. Clearly understands and is able to explain the financial, operational and human impact of decisions
37. Builds effective business cases based on thorough research and analysis and in consideration of the strategic, financial, operational and human issues

Visioning & Strategic Thinking...*energizing people around the vision and keeping the bigger picture in mind to steer a successful course for Langara College*

38. Paints a compelling, positive future vision for Langara, energizing people and creating a strong purpose in their work lives
39. Scans the economic, academic, business and/or technical environment to spot opportunities and plan for future needs
40. Analyses and articulates emerging trends and opportunities in a specific field of expertise over a 2 to 5 year future
41. Considers the bigger picture (i.e. Langara's vision, values and priorities) when juggling priorities and resources in order to make strategically aligned decisions

Community Focus...*expanding Langara's community involvement, connecting with community leaders and building Langara's reputation locally and further afield.*

42. Finds ways to get involved and keep in close contact with community to identify/create new opportunities and intensify Langara's presence in the community
(e.g. create local activities, connect with local leaders, groups, art gallery, museum, libraries, educational institutions, boards, first nations etc.)
43. Takes every opportunity to be an advocate for Langara in the community and with all external contacts

Builds Strong Teams

Team Leadership...*creating team spirit and helping to direct individuals towards the achievement of the team and organizational goals.*

44. Remains visible, available and approachable to others
45. Through conversation helps the team to clarify their purpose, roles and personal objectives
46. Clearly explains his/her expectations, goals and standards and discusses to ensure mutual understanding
47. Sets effective context then delegates responsibility, ensuring that all employees have a say over how work is done and have some degree of autonomy
48. Finds out what others need to get things done and then makes every effort to provide required support and resources
49. Regularly finds ways to celebrate and reward successes with the team

Mentoring & Coaching...*inspiring others to do their best, develop professionally and contribute as a successful member of the leadership talent pool at Langara*

50. Gives generously of his/her time to mentor/coach others
(e.g. initiating conversation to find out about employee's work, passions and career)
51. Creates and finds opportunities for team members' growth and development
(e.g. exposing individuals to new challenges and experiences)
52. Provides individuals with constructive feedback, citing real examples of observed behaviours and outcomes
53. Frequently notices others' efforts, results or behaviours and gives genuine, personalized recognition
54. Regularly follows up with team members to ensure that they are taking the necessary action to achieve their individual development plan

Relationship Management...*building and maintaining a crucial network of contacts within Langara and in the community*

55. Pays close attention to her/his interaction with everyone
(e.g. showing interest in them as people, explaining that he/she wants to fully understand their perspective)
56. Considers what he/she can do for others and follows through, recognizing that relationships are about what you give rather than what you get
(e.g. shares best practices and successes with departments across Langara)
57. Takes initiative to create relationship building opportunities and be visible at college events
(e.g. arranging departmental open houses, attending social events, inviting "thought" leaders to dept., introducing self to new employees)
58. Seeks to understand and build relationships with the key influencers and decision-makers so that he/she knows whom to contact when needing support/resources

Communication...*using the power of personal interaction and language to effectively influence, inspire and lead others*

59. Pays particular attention to the way she/he communicates, recognizing the importance of tone, non-verbal cues, choice of words etc.
60. Presents ideas and thoughts in an enthusiastic and civil manner
61. Listens attentively and stays present during any conversation