

Canada Mortgage and Housing Corporation

# Competency Dictionary

Get Started

Canada

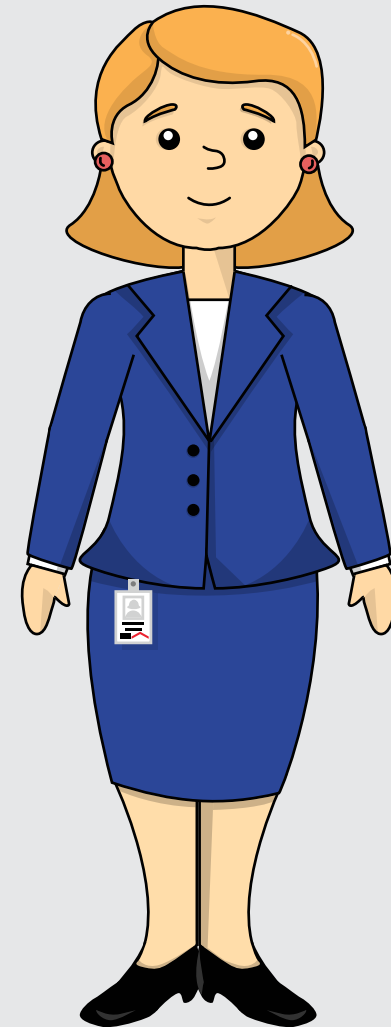


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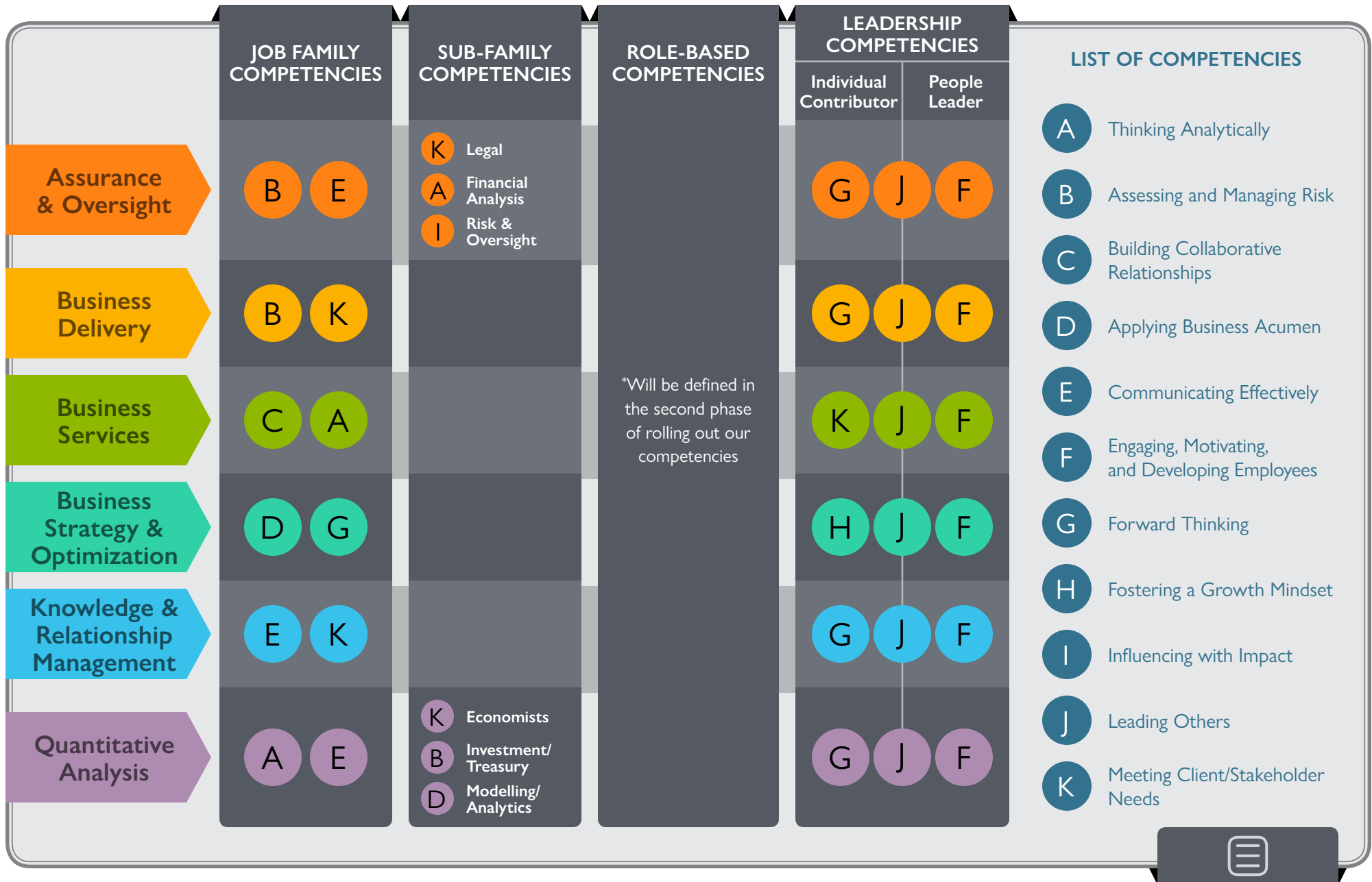
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## Behavioural Competencies:

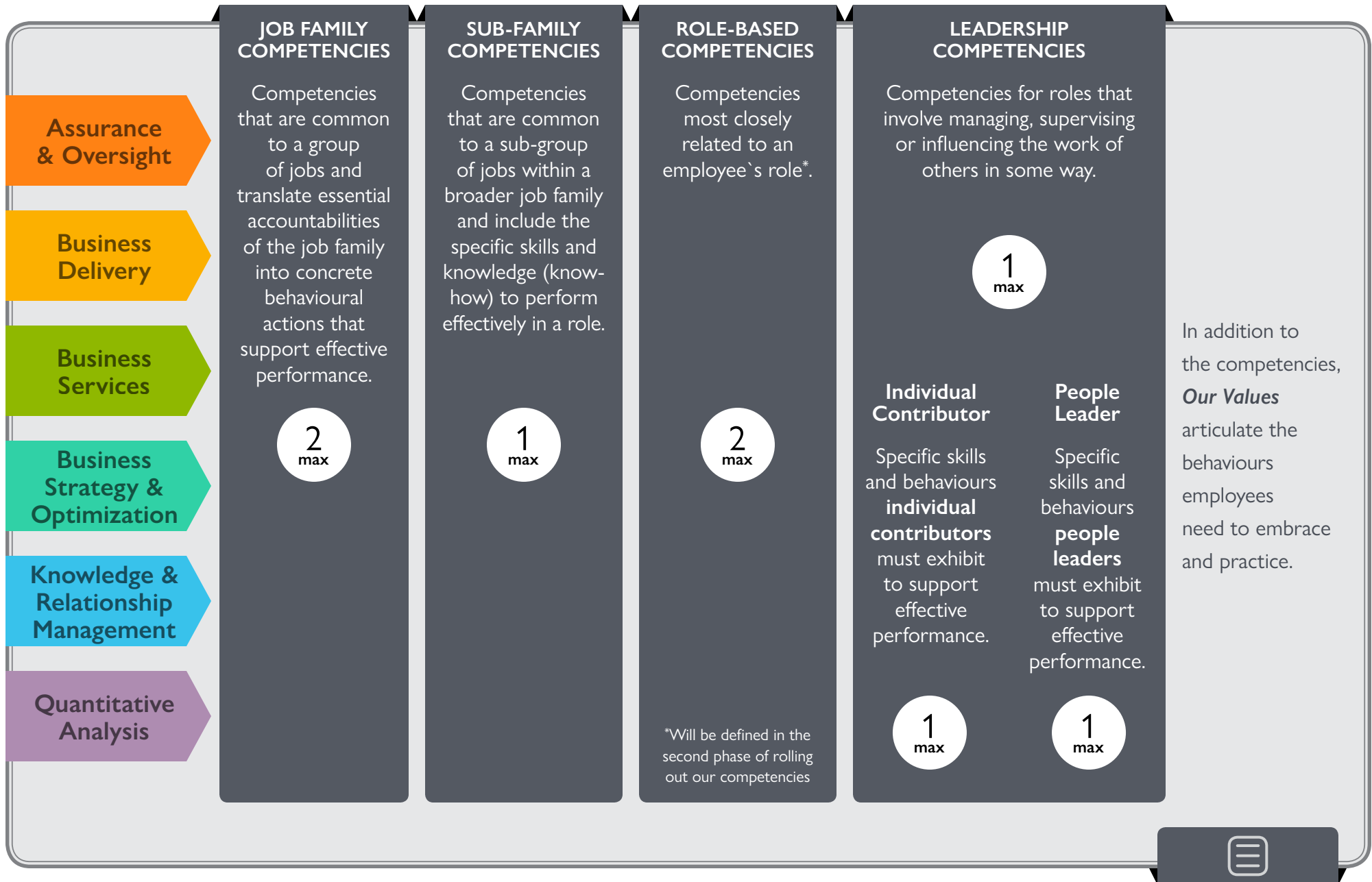
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# CMHC's Competency Mapping



# CMHC's Competency Framework



# The CMHC Competency Dictionary

The CMHC Competency Dictionary was developed through a review of CMHC's existing competencies, interviews with Management Committee members, and a review of CMHC's Corporate Plan. Competency themes were articulated and benchmarked with other public sector and financial organizations. Competencies were also drawn from Korn Ferry Hay Group Limited's compendium of competencies which draws on over twenty-five years of competency research and a database including over 1,200 competency models.

The Dictionary consists of behavioural competencies that have been clustered as follows:

DRIVING BUSINESS RESULTS	PARTNERING WITH OTHERS	MANAGING SELF	LEADING PEOPLE
<ul style="list-style-type: none"> <li>• Thinking analytically</li> <li>• Applying business acumen</li> <li>• Assessing and managing risk</li> <li>• Forward thinking</li> <li>• Meeting client/stakeholder needs</li> </ul>	<ul style="list-style-type: none"> <li>• Communicating effectively</li> <li>• Influencing with impact</li> <li>• Building collaborative relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Fostering a growth mindset</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging, motivating, and developing employees</li> <li>• Leading others</li> </ul>

## WHAT ARE COMPETENCIES?

Competencies are behaviours that help drive performance. When people can identify more clearly what is expected of them in terms of behaviours on the job, they can then do their job better. Competencies provide a means of looking at how people do their work focusing on those characteristics that make a person 'highly effective'. Competencies look at the behaviours used to attain results and offer a consistent way to evaluate those behaviours for current performance and future development goals.

## WHAT ARE THE BENEFITS OF COMPETENCIES?

- Making better hiring decisions
- Focus learning and development where it will have the biggest impact
- Inform succession planning and talent management decisions
- Provide employees with feedback to understand what is expected of them and help improve their performance

## UNDERSTANDING THE COMPETENCIES

CMHC's Competency Dictionary provides a definition of each of the behavioural competencies. For each competency, there is a proficiency scale that describes the associated behaviours as they increase in difficulty, scope and complexity. These scales establish targets for performance and development.



# Understanding the CMHC Competencies

## Competency Proficiency

The scale for each competency describes the behaviour associated with that competency – what the competency “looks like” – moving from the least complex, foundational behaviours to the most complex, expert behaviours.

1. FOUNDATIONAL ■□□□□	2. DEVELOPING ■■□□□	3. SOLID ■■■□□	4. ADVANCED ■■■■□	5. EXPERT ■■■■■
Awareness and ability to apply the competency in routine work situations.	Some understanding and ability to apply the competency in routine and varied work situations of limited difficulty.	Solid understanding and ability to apply the competency in most work situations.	Deep understanding and ability to apply the competency in a full range of work situations.	Complete understanding and ability to apply the competency creatively in the most complex situations.

### EXAMPLE: Fostering a Growth Mindset

**Definition:** Is curious, open-minded, and engaged in one’s own development to build the skills needed for today and in the future. Recognizes personal strengths and development needs, taking the necessary steps to improve current job performance and to meet future career objectives.

LESS COMPLEX ← → MORE COMPLEX

1. FOUNDATIONAL ■□□□□	2. DEVELOPING ■■□□□	3. SOLID ■■■□□	4. ADVANCED ■■■■□	5. EXPERT ■■■■■
Is a willing participant in planned learning activities.	Reflects, analyzes and learns important lessons from past performance (both successes and challenges/mistakes).	Actively pursues focused development.	Anticipates future needs of the organization and identifies opportunities to learn new things/acquire new skills to meet future needs associated with one’s job.	Goes beyond the context of one’s current job to identify and engage in learning opportunities that will facilitate the achievement of one’s career development objectives.



# Behavioural Competencies

## Thinking Analytically

**Definition:** Thinks through issues by separating out the parts of the problem or situation and thinking things through systematically. Brings in a range of considerations and traces the implications of a situation step-by-step, identifying options, thinking through possible consequences, setting priorities, and making sound decisions based on this analysis.

1. FOUNDATIONAL ■ □ □ □ □	2. DEVELOPING ■ ■ □ □ □	3. SOLID ■ ■ ■ □ □	4. ADVANCED ■ ■ ■ ■ □	5. EXPERT ■ ■ ■ ■ ■
<ul style="list-style-type: none"> <li>• Breaks problems into simple lists of tasks, activities or issues to be addressed.</li> <li>• Makes a list of items with no particular order or set of priorities.</li> <li>• Uses basic judgment to determine what information is needed to assess a situation.</li> <li>• Uses available information from varying sources.</li> <li>• Follows established procedures to address problems.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognizes and reviews the relevant factors of a situation or problem.</li> <li>• Sees basic relationships.</li> <li>• Breaks apart a problem and links together pieces with a single link.</li> <li>• Identifies the cause-and-effect relationship between two aspects of a situation (A leads to B).</li> <li>• Organizes tasks or issues in terms of priority.</li> <li>• Analyzes pros and cons and establishes basic priorities and relationships.</li> <li>• Assesses the strengths and weaknesses of arguments to judge their merits or validity, as well as the actions to take.</li> </ul>	<ul style="list-style-type: none"> <li>• Defines and confirms the nature of the problem; looks at it from different angles and considers alternative solutions before moving forward with a plan to resolve it.</li> <li>• Identifies several likely causes of events or consequences of a situation, considering within and outside own area of work.</li> <li>• Breaks down a problem into smaller parts and makes multiple causal links (e.g. A leads to B leads to C).</li> <li>• Anticipates obstacles or risks inherent in a suggested plan of action and devises appropriate strategies to mitigate their impact.</li> <li>• Considers the impact of problems on CMHC, given the current direction and climate.</li> <li>• Makes sound decisions based on thoughtful analysis, including associated risks.</li> </ul>	<ul style="list-style-type: none"> <li>• Uses analytical techniques to break a complex problem into component parts.</li> <li>• Identifies root causes and underlying issues to be tackled.</li> <li>• Asks the right questions, investigates alternate hypotheses and remains curious in order to identify the important factors.</li> <li>• Considers the larger context (i.e. the Sector, the broader organization), as well as socio-economic factors in identifying root causes.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes very complex plans or analyses.</li> <li>• Breaks multidimensional abstract problems into component parts to determine the role that different parts of the system play so new solutions can be derived.</li> <li>• Uses multiple analytical techniques to identify several solutions and weighs the value of each in the context of CMHC and government priorities.</li> <li>• Demonstrates advanced problem-solving skills used to make decisions even when situations are ambiguous, data is incomplete or conflicting, and results may be unknown for a number of years.</li> <li>• Applies fresh insight into problems or opportunities not obvious to others and evaluates the impacts on projects, strategy and/or people.</li> <li>• Recognizes the repercussions of complex problems and decisions both in the current context and in the near future.</li> </ul>



# Behavioural Competencies

## Assessing and Managing Risk

**Definition:** Identifies, assesses and manages risk to ensure excellent outcomes are achieved for CMHC, its clients and stakeholders. This involves recognizing when sufficient information is obtained, considering available evidence, weighing the consequences of decisions or strategies in the context of the desired outcome, and exploring new possibilities to create even better outcomes.

1. FOUNDATIONAL ■□□□□	2. DEVELOPING ■□□□□	3. SOLID ■□□□□	4. ADVANCED ■□□□□	5. EXPERT ■□□□□
<ul style="list-style-type: none"> <li>• Makes and implements routine decisions in a timely manner.</li> <li>• Consults and seeks necessary information on which to base decisions, including known risks.</li> <li>• Confidently deals with straight-forward situations.</li> <li>• Selects solutions based on pre-identified alternatives or known options.</li> <li>• Understands when an “80% solution” is sufficient and acts accordingly.</li> <li>• Is aware of the importance of risk management as part of decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes decisions in a vague situation.</li> <li>• Recognizes conflicting data when it surfaces and determines appropriate response in a timely manner.</li> <li>• Uses sound judgement in making decisions: is comfortable making decisions when experience and data point to a logical direction, even though all information may not be available.</li> <li>• Gathers information to understand the probability of success, overall benefits and consequences of failure.</li> <li>• Makes the appropriate decision given what is known at the time.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes time-sensitive decisions that may impact others even when only limited information may be available, but is sufficient enough to exercise solid judgment.</li> <li>• Evaluates potential risks associated with decisions, recognizing the impact on team members, and explores different possibilities and approaches as required.</li> <li>• Acknowledges personal responsibility for outcomes of decisions made under pressure.</li> <li>• Makes the right decision: stays true and is not influenced by undue interferences or threats.</li> <li>• Acts promptly and with confidence when a situation requires a quick decision.</li> <li>• Keeps composure during difficult times and acts decisively to resolve business issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes and implements decisions having impact beyond the team where required information is incomplete, contradictory and/or ambiguous.</li> <li>• Makes a reasoned selection between methods, systems or procedures where guidelines are broad, balancing risks and opportunities.</li> <li>• Takes informed, calculated risks by drawing upon experiences in other organizations/sectors to create and implement breakthrough solutions for CMHC.</li> <li>• Makes decisions having significant consequences that are favourable for the organization and consistent with CMHC’s values and can withstand public scrutiny.</li> <li>• Puts systems in place to proactively monitor risks and determine acceptable risk tolerances.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes and implements strategic decisions in very ambiguous situations based on principles, values and sound business arguments.</li> <li>• Champions initiatives with significant potential paybacks, and possible adverse consequences, based on an assessment of the risks and benefits, overall business impact.</li> <li>• Integrates risk management into program/portfolio management and organizational planning, facilitating the identification of strategies that will navigate risks/opportunities, and disrupt the status quo.</li> <li>• Transforms the organization by assessing risks and leveraging opportunities in order to increase the value of business solutions.</li> </ul>





# Behavioural Competencies

## Building Collaborative Relationships

**Definition:** Works with team members, stakeholders, and partners with the intent of creating a climate for collaboration across organizational boundaries to achieve the goals and priorities that are important to CMHC. Identifies opportunities and develops strategic relationships (internal and external) to share plans, information, resources and ideas in order to achieve results.

1. FOUNDATIONAL ■ □ □ □ □	2. DEVELOPING ■ ■ □ □ □	3. SOLID ■ ■ ■ □ □	4. ADVANCED ■ ■ ■ ■ □	5. EXPERT ■ ■ ■ ■ ■
<ul style="list-style-type: none"> <li>• Cooperates and communicates with peers.</li> <li>• Ensures all group members or relevant colleagues have relevant and useful information.</li> <li>• Does own share of the work and offers assistance to group.</li> <li>• Contributes effectively in meetings and working groups, and understands the collaborative benefit of working together.</li> <li>• Understands the importance of building productive relationships with clients and stakeholders, and works on these relationships when the opportunity arises.</li> </ul>	<ul style="list-style-type: none"> <li>• Genuinely values learning from others' input and expertise.</li> <li>• Asks colleagues for advice and input to help form specific decisions or plans.</li> <li>• Actively includes others in the conversation, regardless of where they are located.</li> <li>• Looks for shared interests across the team and mutually beneficial solutions.</li> <li>• Invites sharing of information and resources.</li> <li>• Uses own network to exchange practical information.</li> <li>• Builds networks of contacts and relationships for benchmarking and routine information seeking.</li> </ul>	<ul style="list-style-type: none"> <li>• Builds a collaborative environment.</li> <li>• Brings in colleagues from another area of CMHC or others from an external group, who can provide an immediate contribution and value to the task.</li> <li>• Pulls together individuals across various internal or external groups to team around a specific issue.</li> <li>• Sets and enforces norms to facilitate a positive and productive collaborative working environment.</li> <li>• Reconciles conflicting interests or objectives as they arise.</li> <li>• Uses network(s) to obtain perspectives, viewpoints and insights.</li> <li>• Uses network(s) to stay abreast of critical developments in own working area.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates cross-boundary collaboration.</li> <li>• Uses own enthusiasm and commitment to higher-level goals to motivate and guide others to achieve outcomes.</li> <li>• Involves stakeholders in the diagnosis of problems and in developing solutions to effectively transfer knowledge within and outside CMHC.</li> <li>• Promotes positive conflict resolution by identifying issues and facilitating discussion and/or by coaching others to constructively resolve conflict.</li> <li>• Fosters a genuine mutual concern for investment in each other's success.</li> <li>• Gets agreement on roles and mutual benefits, (e.g., "Who sets the agenda?"), and ensures others have clear rules of engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates strategic client and stakeholder partnerships.</li> <li>• Assures long-term sustainability of effort and commitment on the part of key clients and stakeholders.</li> <li>• Wins the hearts and minds of others around a common cause; creates a sense of commitment to a greater purpose.</li> <li>• Promotes sharing of expertise among wide-ranging teams to achieve broader outcomes.</li> <li>• Takes a leadership role with clients and stakeholders with the intention of promoting a stable, competitive and innovative housing system in Canada in some way.</li> <li>• Identifies where to build strategic networks and relationships to promote CMHC's reputation and goals.</li> </ul>



# Behavioural Competencies

## Applying Business Acumen

**Definition:** Has an understanding of the business context in which one is operating that informs planning and decision-making.

1. FOUNDATIONAL ■ □ □ □ □	2. DEVELOPING ■ ■ □ □ □	3. SOLID ■ ■ ■ □ □	4. ADVANCED ■ ■ ■ ■ □	5. EXPERT ■ ■ ■ ■ ■
<ul style="list-style-type: none"> <li>Understands the immediate context.</li> <li>Understands relevant policies and procedures and where to find them.</li> <li>Understands what is most important in own role and how it fits into the larger organization.</li> <li>Understands how own work is connected to achieving the goals and priorities of the division.</li> <li>Asks questions to understand broader goals and objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Understands the organization.</li> <li>Makes efforts to learn about issues relating to other parts of the business.</li> <li>Understands how one's work impacts other parts of CMHC and its clients and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Understands and keeps abreast of the market, clients, stakeholders, etc.</li> <li>Knows what differentiates CMHC from others in the sector.</li> <li>Identifies the unique added value CMHC can bring to the market.</li> </ul>	<ul style="list-style-type: none"> <li>Understands and acts on market dynamics and trends that affect the business.</li> <li>Is aware of emerging competitors or context risks and takes action.</li> <li>Seeks to impact the business context.</li> </ul>	<ul style="list-style-type: none"> <li>Understands the broader context.</li> <li>Recognizes larger, social, political and environmental trends and changes that may impact CMHC in the long term.</li> <li>Makes efforts to continuously learn about broader social, regulatory, environmental or technological issues that might affect the business.</li> <li>Remains sensitive to political issues when making decisions or setting strategy but stays focused on achieving desired results.</li> <li>Positions CMHC for success in this context.</li> <li>Thinks beyond the boundaries of business lines, adopting a broad view, to recognize problems, align priorities and drive the strategic goals of the organization.</li> </ul>



# Behavioural Competencies

## Communicating Effectively

**Definition:** Clearly transmits and receives information and communicates effectively with others by considering their points of view in order to respond appropriately. It includes using tact and diplomacy in all communications as well as the ability to convey ideas and information in a way that brings understanding to the target audience and meets a broad range of organizational objectives. Both written and verbal modes of communication are included in this competency.

1. FOUNDATIONAL ■ □ □ □ □	2. DEVELOPING ■ ■ □ □ □	3. SOLID ■ ■ ■ □ □	4. ADVANCED ■ ■ ■ ■ □	5. EXPERT ■ ■ ■ ■ ■
<ul style="list-style-type: none"> <li>• Pays attention to the communication of others (individuals, groups).</li> <li>• Accurately summarizes the views stated by others.</li> <li>• Delivers information and ensures that it has been received.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively listens to people and asks questions to gain a broader understanding of the issue or question at hand.</li> <li>• Seeks to ensure that factual messages are clearly understood, useful and timely.</li> <li>• Correctly interprets non-verbal cues.</li> <li>• Clearly presents information or provides explanations so that they are easily understood.</li> <li>• Ensures information provided to various sources is factual to avoid negative repercussions.</li> <li>• Is receptive and responds in ways that communicate clear understanding.</li> </ul>	<ul style="list-style-type: none"> <li>• Clarifies complex concepts or proposals in terms that are appropriate for the audience.</li> <li>• Adapts language, style, mode and tone based on the audience or client reactions and the issues being addressed.</li> <li>• Facilitates open communication and information exchange.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicates effectively with people at all levels.</li> <li>• Demonstrates accurate insights into other people's behaviours and responds appropriately.</li> <li>• Understands someone's perspective, preferences and how best to approach them.</li> <li>• Articulates complex issues or defends position with ease.</li> <li>• Identifies appropriate communication strategies to communicate with a diversity of people for effective interaction and high impact.</li> <li>• Considers the purpose of communications (e.g. to build rapport) as well as other key factors (e.g. the impact of the message on the audience) in deciding what to communicate and how to deliver the message.</li> </ul>	<ul style="list-style-type: none"> <li>• Optimizes communications and deals appropriately with sensitive information to achieve desired results.</li> <li>• Interprets complex and possibly contradictory or competing signals or messages.</li> <li>• Understands the ongoing underlying needs, interests, issues and motivations of others and anticipates their responses.</li> <li>• Mediates sensitive or politically-charged issues.</li> <li>• Uses appropriate techniques and approaches to communicate information that may be sensitive or controversial so that it has the desired impact on others.</li> </ul>



# Behavioural Competencies

## Engaging, Motivating, and Developing Employees

**Definition:** Creates a sense of direction and purpose, promoting an understanding of individual contributions to corporate objectives. Fosters an environment that motivates and energizes employees to perform at their best, ensuring they have the capability, support and tools needed to work to their full potential.

1. FOUNDATIONAL ■ □ □ □ □	2. DEVELOPING ■ ■ □ □ □	3. SOLID ■ ■ ■ □ □	4. ADVANCED ■ ■ ■ ■ □	5. EXPERT ■ ■ ■ ■ ■
<ul style="list-style-type: none"> <li>• Listens to suggestions and concerns of employees and acts appropriately.</li> <li>• Behaves honestly and fairly with others even when difficult to do so.</li> <li>• Remains visible and accessible to others.</li> <li>• Makes needs and requirements clear for team members.</li> </ul>	<ul style="list-style-type: none"> <li>• Readily shares all relevant corporate information in a timely manner with employees.</li> <li>• Establishes common objectives that are challenging yet attainable.</li> <li>• Encourages others to provide input to decisions and plans, believing that better results are achieved through collaboration.</li> <li>• Demonstrates trust in employees' abilities to accomplish tasks and meet expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourages employees to act autonomously and take calculated risks when appropriate.</li> <li>• Explains to staff how they fit into the big picture at CMHC and why what they do matters.</li> <li>• Helps employees prioritize work and ensures a manageable workload.</li> <li>• Provides clear direction and feedback on progress towards goals, specifically focusing on the way forward.</li> <li>• Regularly provides constructive feedback to improve performance and recognizes individual achievements, knowledge and capabilities.</li> <li>• Mentors others by sharing knowledge, expertise and insights to promote learning.</li> <li>• Coaches others to support them in finding solutions to work challenges.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourages high performance and innovation by building a team climate of deep trust where employees feel well-supported in taking risks and recovering from failures.</li> <li>• Acknowledges and provides employees with visibility for their work contributions, including with senior management.</li> <li>• Seeks to understand the career aspirations of employees and helps them establish realistic strategies for achieving them.</li> <li>• Plans appropriate assignments, training and other experiences which foster learning and development.</li> </ul>	<ul style="list-style-type: none"> <li>• Approaches staff development and workforce succession planning from a corporate-wide perspective.</li> <li>• Identifies high potential employees and cultivates talent with a view to meeting the future needs of the broader organization.</li> <li>• Fosters enthusiasm and common purpose thereby mobilizing the team to achieve corporate goals.</li> <li>• Mobilizes people around CMHC's vision and organizational values by inspiring a shared purpose.</li> </ul>



# Behavioural Competencies

## Forward Thinking

**Definition:** Identifies and analyzes trends, patterns or connections between issues; recognizes key or underlying factors in organizational situations and uses this insight for guiding strategy and activities. It involves recognizing opportunities where innovative ideas can be applied and reflects an understanding that work done in one part of CMHC impacts other groups/projects within the organization, as well as other stakeholders and the public.

1. FOUNDATIONAL ■ □ □ □ □	2. DEVELOPING ■ ■ □ □ □	3. SOLID ■ ■ ■ □ □	4. ADVANCED ■ ■ ■ ■ □	5. EXPERT ■ ■ ■ ■ ■
<ul style="list-style-type: none"> <li>Understands business fundamentals.</li> <li>Identifies key elements of CMHC's vision and the implications for their group.</li> <li>Identifies and analyzes factors affecting business functions.</li> <li>Considers current work in the context of longer-term issues or opportunities.</li> <li>Questions traditional ways of doing things and fundamental assumptions.</li> <li>Is open-minded; considers new perspectives and stimulates new ways of thinking.</li> </ul>	<ul style="list-style-type: none"> <li>Translates CMHC's vision into concrete direction for staff to implement.</li> <li>Ensures objectives of own work and staff work are aligned with CMHC's Corporate Plan and goals.</li> <li>Allocates resources to strategically aligned initiatives, making tough trade-off decisions as necessary.</li> <li>Questions the how and why of existing ways of doing things and identifies opportunities for improvement.</li> <li>Regularly watches the market to spot potential business opportunities for CMHC and makes suggestions.</li> </ul>	<ul style="list-style-type: none"> <li>Anticipates future events in CMHC's environment (government, industry, etc.) and conducts long-term planning in response to any upcoming trends.</li> <li>Anticipates emerging organizational needs, critical issues and requirements to help set appropriate business objectives.</li> <li>Proposes forward thinking solutions and realistic alternatives that may be new to the organization.</li> <li>Proactively assesses emerging opportunities or risks and adjusts strategies accordingly, exploring new possibilities.</li> <li>Sees the connections between seemingly unrelated data and transforms this information into opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Identifies new possibilities for the organizational structure and/or systems and implements them to better meet strategic objectives.</li> <li>Determines how new technology can solve old problems.</li> <li>Incorporates new approaches and innovative ways of thinking that lead to large changes in CMHC's approaches, processes, directions, etc.</li> <li>Develops effective transition plans that move the organization from the current to the desired state.</li> <li>Creates effective communication processes to gather input from various levels throughout the organization and uses that input to improve the quality of decisions and gain buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>Fosters strategic thinking across functions or business groups to address anticipated industry issues or trends.</li> <li>Inspires people to design new business models for new kinds of products or services that address unmet needs.</li> <li>Considers the long-term implications of recommendations and agrees to those that serve CMHC and its clients best in the long term.</li> <li>Adds new insights and gathers opinions in the on-going process of creating an inspiring, competitive vision for CMHC.</li> <li>Consistently takes a holistic and long-term view when developing broad-based strategies to respond to challenges or opportunities.</li> <li>Seizes opportunities to introduce new and innovative solutions, translating them into reality for the growth of the organization.</li> </ul>



# Behavioural Competencies

## Fostering a Growth Mindset

**Definition:** Is curious, open-minded, and engaged in one's own development to build the skills needed for today and in the future.

Recognizes personal strengths and development needs, taking the necessary steps to improve current job performance and to meet future career objectives. At the higher levels, includes a focus on building capability in others to create an organization that is nimble and adaptive.

1. FOUNDATIONAL ■ □ □ □ □	2. DEVELOPING ■ ■ □ □ □	3. SOLID ■ ■ ■ □ □	4. ADVANCED ■ ■ ■ ■ □	5. EXPERT ■ ■ ■ ■ ■
<ul style="list-style-type: none"> <li>• Sees every experience as an opportunity to learn.</li> <li>• Is a willing participant in planned learning activities.</li> <li>• Applies such learning to current position and work context.</li> <li>• Commits to undertaking learning and development activities.</li> <li>• Recognizes when striving for perfection is a worthwhile objective.</li> </ul>	<ul style="list-style-type: none"> <li>• Reflects, analyzes and learns important lessons from past performance (both successes and challenges/mistakes).</li> <li>• Does not react defensively when receiving feedback.</li> <li>• Willingly learns from own mistakes, seeing them as opportunities for personal growth.</li> <li>• Identifies own strengths and limitations through feedback and self-evaluation.</li> <li>• Analyzes experiences, projects and situations to identify lessons learned and to determine ways to improve one's performance in the future.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively pursues focused development.</li> <li>• Takes charge of his or her learning.</li> <li>• Creates formal plans for development and executes them to the extent that he/she is able.</li> <li>• Actively seeks feedback and integrates it into personal learning objectives.</li> <li>• Invests time/energy/effort to learn new approaches and new ways of doing things.</li> <li>• Actively seeks new ways to grow and be challenged.</li> <li>• Sees failure as an opportunity to learn and stretch one's abilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Anticipates future needs of the organization and identifies opportunities to learn new things/ acquire new skills to meet future needs associated with one's job.</li> <li>• Seeks out difficult challenges or work experiences that will stretch own abilities; enjoys working "on the edge" of one's comfort zone.</li> <li>• Encourages nimbleness in how the team functions (e.g. adapting priorities and approaches to attain objectives).</li> </ul>	<ul style="list-style-type: none"> <li>• Proposes options for learning that will benefit self and peers, thereby promoting a continuous learning culture in the organization.</li> <li>• Generates a mindset amongst staff where challenging old ways and trying new things are valued.</li> <li>• Supports intelligent risks, helping others to find learning opportunities through the process of trying and failing.</li> <li>• Fosters a safe environment where errors lead to the spawning of ideas that drive organizational change.</li> <li>• Contributes to forward-looking and champions continuous improvement to build organizational agility and ensure sustainability.</li> </ul>



# Behavioural Competencies

## Influencing with Impact

**Definition:** Engages with others, getting buy-in to deliver results and skilfully influencing to build support and enhance credibility.

1. FOUNDATIONAL ■□□□□	2. DEVELOPING ■ ■ □ □ □	3. SOLID ■ ■ ■ □ □	4. ADVANCED ■ ■ ■ ■ □	5. EXPERT ■ ■ ■ ■ ■
<ul style="list-style-type: none"> <li>Positively influences others based on data or logic.</li> <li>Uses rational, well-thought-through arguments.</li> <li>Uses subject matter experts to influence others.</li> <li>Presents convincing arguments in a respectful manner.</li> </ul>	<ul style="list-style-type: none"> <li>Adapts one's approach to persuade others.</li> <li>Considers what is important to the stakeholder audience and tailors the message and the language accordingly.</li> <li>Tests ideas and messages (e.g. business case for change) privately with individual audience members before a formal presentation to the group.</li> </ul>	<ul style="list-style-type: none"> <li>Influences indirectly through others who have credibility with the intended audience.</li> <li>Understands when it is appropriate to bring in an influential third party (internal or external) and enlists him/her to accomplish a particular result.</li> <li>Times the release of information to maximize impact.</li> <li>Involves others in planning for and implementing change to create effective plans and gain buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>Uses memorable or impactful stories or analogies to engage and influence an audience.</li> <li>Personally takes a symbolic action to reinforce the message (e.g. change agenda).</li> <li>Does something dramatic or unusual to create a specific effect that is beneficial for CMHC, in alignment with the Values.</li> </ul>	<ul style="list-style-type: none"> <li>Builds and executes complex influencing strategies to realize desired results (e.g. organizational transformation).</li> <li>Brings a coalition of people together to support an idea, project or change.</li> <li>Builds behind-the-scenes support for a specific agenda to advance CMHC's business interests.</li> <li>Develops networks and builds relationships for influence to enhance CMHC's national reputation and gain visibility for CMHC's long-term benefit.</li> <li>Understands and uses internal or external political forces and alliances to move projects forward when appropriate, for the good of all stakeholders.</li> </ul>



# Behavioural Competencies

## Leading Others

**Definition:** Demonstrates leadership behaviours regardless of one's role and with an understanding that change is an on-going part of CMHC's business environment. It includes taking action as an informal leader in supporting colleagues in the achievement of common goals. As a formal leader, it involves taking care of the needs of the team, communicating strategy and vision, supporting individuals through change, and creating the conditions to enable performance excellence and innovation. At the highest level, leaders at CMHC consider the whole organization, foster system-wide thinking, and consistently act as inspirational role models.

1. FOUNDATIONAL ■□□□□	2. DEVELOPING ■■□□□	3. SOLID ■■■□□	4. ADVANCED ■■■■□	5. EXPERT ■■■■■
<ul style="list-style-type: none"> <li>• Demonstrates leadership through personal actions.</li> <li>• Is aware of own values, preferences and ways of working and ensures own behaviours align with CMHC's Values.</li> <li>• Is trustworthy and honours one's commitments.</li> <li>• Works to improve own knowledge and skill to maintain effectiveness in one's job.</li> <li>• Is positive about the need for change within CMHC and approaches it with an open mind.</li> </ul>	<ul style="list-style-type: none"> <li>• Leads by supporting and encouraging others.</li> <li>• Helps colleagues perform at their best (e.g. shares knowledge) and shows appreciation for their contribution.</li> <li>• Supports achievement of common goals by actively demonstrating personal leadership.</li> <li>• Focuses on the positive in others more than faults or shortcomings.</li> <li>• Communicates the reasons for change and how change will help CMHC better realize its mandate.</li> <li>• Explains to individuals how a change will affect their roles and their work.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates a positive team climate and good morale, modeling CMHC Values and desired behaviours.</li> <li>• Is effective in adapting own leadership style to varied situations and individuals.</li> <li>• Involves others in planning and implementing change to create effective plans and gain buy-in.</li> <li>• Is authentic in addressing others' expectations and anxieties.</li> <li>• Builds credibility by taking care of the team, protecting its reputation and securing necessary resources.</li> <li>• Is comfortable letting others 'shine' in appropriate group settings so they can promote their talents.</li> <li>• Acts as an agent for change, generating excitement, enthusiasm and confidence in the change effort.</li> </ul>	<ul style="list-style-type: none"> <li>• Translates organizational change strategies into specific and practical goals, processes and time frames.</li> <li>• Creates conditions that ensure systems, processes and practices support CMHC's desired culture and attainment of strategic priorities.</li> <li>• Recognizes how change will impact people, structure and processes and how these inter-relate.</li> <li>• Fosters performance excellence and innovation by providing leadership which encourages collaboration across divisions.</li> <li>• Facilitates problem-solving and removes obstacles or barriers that hinder success, looking across functions.</li> <li>• Encourages ownership to CMHC's direction by making explicit links for team members that fosters understanding beyond one's sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides strategic leadership by aligning corporate priorities, long-term goals and Values.</li> <li>• Leads the development and implementation of organization-wide change initiatives.</li> <li>• Drives change by creating an environment conducive to implementing the broad change vision.</li> <li>• Develops and ensures understanding of organizational vision.</li> <li>• Inspires commitment to achieving CMHC's Vision and to demonstrating the Values in a clearly visible way.</li> </ul>





# Behavioural Competencies

## Meeting Client/Stakeholder Needs

**Definition:** Improves products and services and introduces efficiencies to maximize results for clients. Examines issues from the clients'/ stakeholders' perspectives, and then designs and delivers business solutions that meet their needs. Clients can be internal or external to CMHC.

1. FOUNDATIONAL ■□□□□	2. DEVELOPING ■ ■ □ □ □	3. SOLID ■ ■ ■ □ □	4. ADVANCED ■ ■ ■ ■ □	5. EXPERT ■ ■ ■ ■ ■
<ul style="list-style-type: none"> <li>• Maintains communication channels with clients.</li> <li>• Actively seeks key client and stakeholder perspectives to understand their needs.</li> <li>• Is responsive to client concerns.</li> <li>• Persists in finding answers to inquiries by asking questions, searching for information, or escalating issues as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Delivers solutions that meet clients' needs.</li> <li>• Ensures that clients have a positive experience in their dealings with CMHC.</li> <li>• Takes personal responsibility for collaborating with clients and stakeholders to jointly identify and resolve problems or issues promptly.</li> <li>• Communicates with clients and stakeholders regarding expectations to monitor satisfaction.</li> <li>• Reaches out to provide useful advice and expertise or to distribute helpful information.</li> </ul>	<ul style="list-style-type: none"> <li>• Acts to make things better.</li> <li>• Takes action beyond normal expectations to create new, innovative solutions for the clients.</li> <li>• Asks clients and stakeholders for feedback and suggestions to ensure their input is included in the development and evaluation of products, services and programs.</li> <li>• Acts quickly and constructively to make improvements or mitigate risks based on client and stakeholder feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Seeks information about the real underlying needs of the client and adapts offerings to their needs.</li> <li>• Invites others to add value by addressing the areas that matter most to clients and stakeholders.</li> <li>• Consistently introduces a broader perspective to help clients see the 'bigger picture' in the context of their needs and issues.</li> <li>• Identifies client relationship risks and proposes mitigation strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Uses a long-term strategic perspective.</li> <li>• Looks for long-term benefits to the client and adjusts approach accordingly.</li> <li>• Draws upon a wealth of information and a keen understanding of the client's business needs to foresee issues and opportunities which may impact the client.</li> <li>• Creates the processes and mechanisms to solicit and respond to feedback from key clients and stakeholders.</li> <li>• Promotes cross-team collaboration and partnering to address emerging needs of clients and stakeholders.</li> <li>• Creates long-term, win-win partnerships with clients and stakeholders.</li> </ul>

