

**NEW**

March 10, 2010

# Directions

# MMC

## focuses on top three stewardship competencies

*Stewardship competencies are the skills, knowledge and attributes needed for effective performance and are important to your job and future opportunities within the ministry. Reviewing the ministry's competencies will help you consider where your personal gaps might be and will provide a focus for working to upgrade current skills or acquire new ones.*

### New workshops give senior managers hands-on competency training

The ministry's senior leadership has begun participating in a series of workshops to further develop their strengths in three key stewardship competencies: collaboration, team leadership and systems thinking. The workshops provide the opportunity to explore how they are building and incorporating these competencies in their day-to-day work with their teams, colleagues and partners.

In spring 2009, Ministry Management Committee (MMC) identified these as the top three competencies that will help build the stewardship culture in the ministry and support working effectively in a functional model. "MMC chose them as being most critical to focus on to successfully deliver on the ministry's business priorities," said Lorraine Deska, former manager, Transition Change Management Team. She noted that there are a range of other stewardship competencies that are still very relevant to carrying out the ministry's work, but these three are the highest priority for the next few years.

Here is a brief description of each competency:

- **Systems Thinking** — the ability to understand an organization as a set of interacting and linked parts, and as part of a larger, more complex system
- **Collaboration** — the ability to work effectively with team members and internal and external partners
- **Team leadership** — the ability to build and strengthen teams through motivation and engagement



### Are you a strong collaborator?





Collaboration is the desire and ability to work cooperatively with team members, colleagues and partners (internal and system-wide) to achieve group and organizational goals. A strong collaborator:

- Fully and actively contributes to team activities, projects and partnerships, and shares knowledge and information
- Is aware that decisions and changes are more effective when accomplished together
- Understands that a trust relationship is required and this takes planning and time to build and nurture

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## MOHLTC Stewardship Competencies

How they map to the OPS Leader-Manager Competencies

OPS Leader-Manager Competencies	MOHLTC Stewardship Competencies
 <b>Connects</b> Builds successful relationships with individuals, teams, stakeholders and partners	Collaboration
	Political Acuity
	Relationship Building
 <b>Inspires</b> Communicates the vision and values of the OPS, gaining consensus and motivating people to action	Communicating Effectively
	Team Leadership
	Impact and Influence
 <b>Delivers</b> Delivers excellent results for the OPS and is accountable	Achieving Results
	Project Management
	Strategic Thinking
 <b>Transforms</b> Transforms the OPS to maximize its investments and meet the demands of internal and external clients, stakeholders and the public	Innovation and Creativity
	Systems Thinking

**For competency training, visit MyOPS and click on the Centre for Leadership and Learning to find a workshop.**

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To ensure that senior managers demonstrate and share these three competencies with their teams, they have been included in their 2009/10 performance development and talent management plans. (See this issue for an explanation of each of the three competencies.)

Stewardship competencies are the skills, knowledge and attributes needed for effective performance and are important to your job and future opportunities within the ministry. Reviewing the competencies will help you consider where your personal gaps might be and will provide a focus for working to upgrade current skills or acquire new ones. The chart above shows how the MOHLTC stewardship competencies link to the OPS leader-manager competencies. For competency training, visit MyOPS and click on the Centre for Leadership and Learning.

### How the workshops were developed

The content of the three stewardship competency workshops was developed collaboratively, noted Margaret Hart, transition change management consultant. The change management team held a focus group

## Do you strive to be an effective team leader?

Team Leadership is the ability and desire to build teams by motivating and encouraging team members to successfully meet team goals. An effective team leader:

- Openly shares expectations regarding team goals and effectively communicates decisions
- Coaches, mentors and develops team members, optimizing opportunities to build on individual and team strengths to improve results
- Empowers team members and encourages them to express their points of view, individually and collectively.



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asking managers and directors to define what the three competencies meant to them and what behaviours and approaches went hand-in-hand with them. Input was also sought from the group about what they wanted to experience in the workshop.

## Workshops are a hands-on experience

“The first step in the workshop is to ensure that managers have a strong understanding of what these three competencies are and how they can apply them in working with their staff and on their project teams,” Hart explained. “Managers need a strong grounding in these areas because it’s important that they model and champion these behaviours with their staff.”

Senior managers will then roll up their sleeves and apply the concepts. “We want managers to know and explain what these behaviours look like on the ground,” Hart said. For example, they’ll be asked: ‘What have you done so far this year that demonstrates systems thinking?’

Senior managers will leave each workshop with ideas and a greater understanding of the progress they and their colleagues have made in embracing the three competencies, and where they need to improve. “The more we apply these concepts, the more we strengthen our culture of stewardship,” Hart said.

“Participating in these workshops is an excellent opportunity to demonstrate your commitment to building your own capacity in these competency areas,” Ruth Hawkins, Assistant Deputy Minister, Corporate Services, wrote in a recent memo to senior managers. “The workshops are designed to help us identify where we are excelling in these areas and leverage that to further our excellence.”

Two half-day sessions — one on systems thinking and the other combining team leadership and collaboration — will be held several times by the end of March. The sessions will be held in Toronto, but are also available remotely using The Exchange’s ALI tool (Application for Live Interactions) and a teleconference line. ■

## Attention all senior managers!

Take the opportunity to join the discussion and explore these three stewardship competencies with your colleagues. Space is still available for the March collaboration and team leadership and systems thinking workshops. You can attend in person or from the comfort of your desktop through ALI. [Register](#) through the Learning and Development Calendar today!



*“To ensure that senior managers demonstrate and share these three competencies with their teams, they have been included in their 2009/10 performance development and talent management plans.”*

Ruth Hawkins

Assistant Deputy Minister, Corporate Services



## Are you skilled at systems thinking?

Systems thinking is the ability to understand that organizations, such as the ministry, are living systems with a set of interdependent or interacting parts. It is also the understanding that the ministry is part of a larger, more complex system with many interconnected components. It is the ability to ‘connect the dots’. A skilled systems thinker:

- Acknowledges that it is not effective to work in silos as a change made to one part of the system impacts on other parts, as well as on the whole
- Invites possible partners from across the ministry and the larger system to participate on a project that might impact their work
- Works with ministry colleagues and partners to develop information sharing and feedback tools and processes for ongoing improvement.

*“The more we apply these concepts, the more we strengthen our culture of stewardship.”*

Margaret Hart

Transition change management consultant