



Five distinct proficiency levels have been identified for each leadership behaviour. Proficiency levels represent increasing degrees of complexity, scope of application and sophistication of that particular behaviour.

Behavioural indicators across the five proficiency levels are cumulative. It's presumed, for example, that a person in a role requiring Level 2 is capable of demonstrating Level 1 behavioural indicators. Following this approach, a person in a position requiring a Level 3 is presumed to be capable of demonstrating both Level 1 and Level 2 behavioural indicators.

The proficiency levels within each leadership behaviour generally align with BC Assessment organizational roles as follows:

- Level 1 – Associates
- Level 2 – Team Leads, Supervisors and Professionals
- Level 3 – Deputies/Managers
- Level 4 – Assessors/Directors
- Level 5 – Executives

The six leadership behaviours and a short description of that behaviour at each proficiency level is set out below:

BE STRATEGIC: think and act to shape our future

The ability to to **shape organizational direction** in response to prevailing and anticipated business realities. It means **consideration of organizational issues in a broad and systemic sense, and linking long-range visions and concepts to daily work**. These leaders have developed strong business acumen and industry insight and a sharp awareness of the impact of internal and external factors on the organization. They integrate that insight into decisions and future plans, acting in the best interests of BCA. Leaders who demonstrate this competency have the ability to identify priorities and opportunities for the organization; ensure long term plans become reality; are bold in sharing opinions; and make strategic decisions where there is often a degree of uncertainty and risk.

Levels:

1. Acknowledges long-term focus and thinking
2. Understands organizational strategy and direction
3. Contributes ideas and creates alignment
4. Translates strategy into broad terms
5. Determines and provides clarity on strategic vision

BUILD TRUSTED RELATIONSHIPS: collaborate broadly to deliver on shared goals.

The ability to **collaborate and partner with others** building **strong, lasting relationships and partnerships** that will **support the achievement of goals and meet the needs of customers and stakeholders, both internally and externally**. Leaders who demonstrate this competency are able to “tune-in”, demonstrating an understanding of their impact on others, as well as apply their insight and understanding of situations in order to work effectively together. It includes reconciling conflicting interests or goals in order to foster a genuine mutual concern for and investment in each other’s success. This means listening well using underlying cues or knowledge of others to influence and create a desirable impression. It requires an understanding that relationships and partnerships are built on mutual trust, as well as a commitment to maintaining close and careful contact with others in order to deliver BCA’s quality products and services.

Levels:

1. Communicates and collaborates with others
2. Uses information and ideas persuasively
3. Encourages others to network; builds consensus
4. Maintains a culture of trust
5. Builds commitment and collaboration both internally and externally

DRIVE HIGH PERFORMANCE: inspire and deliver outstanding results

The ability to create the conditions that **enable teams to function effectively**, aligned to a **decisive course of action** that will ensure that BCA goals and customer needs are met with a **high standard of excellence**. Leaders who demonstrate this competency remain focused in the face of ambiguity, building on their past experiences and expertise, while remaining open to new approaches, to consistently achieve results and improve performance. They model BCA values, setting the standard for all employees, encouraging others to make the right decisions and act in the best interests of the organization. These leaders engage and enable others to perform at their best, effectively and appropriately confronting conflicts, performance issues, resource constraints and other obstacles. They ultimately establish an environment where every employee feels accountable, delivers on their commitments and is motivated around a clear vision and goal.

Levels:

1. Focuses on results
2. Provides clear direction to achieve results
3. Strives to improve performance and obtain better results
4. Determines the actions that execute the strategy
5. Delivers organizational results

FOSTER TALENT: develop people to reach their full potential and address BCA's talent needs.

The ability to **build capability**, developing one's self while supporting others to **achieve their maximum potential in line with the needs of the organization**. Leaders who demonstrate this competency ensure that others have the capability to perform at their best. It includes ensuring the right people are in the right roles and actively coaching to foster learning, development, and retention of key talent for the organization. This means people are given opportunities for self-assessment and learning as well as given regular, timely and specific feedback. They help others to see challenges or mistakes as an opportunity to learn and grow. It requires an openness to learning with an ability to reflect on one's own experience, as well as helping others – and ultimately the organization – to reach its full potential.

Levels:

1. Leads development in self and supports others
2. Sets the example, provides feedback, coaching and support to encourage development
3. Creates a supportive learning culture that facilitates employee growth and development
4. Takes a systematic approach to talent, ensuring that pipeline is full
5. Ensures the organization has the capability and capacity of talent at all levels, to deliver on business strategy

INNOVATE & IMPROVE: generate and implement improvements that will realize strategy

The ability to take a **new approach to organization problems**; and **stimulate new ideas and approaches**. Leaders who demonstrate this competency consistently challenge the status quo and encourage others to continually re-conceptualize parts of their business. They are open to new and different ideas, and are driven by an underlying curiosity and desire to know more about things, people, and situations for the purpose of innovating and improving. They value action, and look for ways to be proactive in implementing new or unique approaches and technology in order to have a clear impact. It also includes the ability to take the lead to move the organization forward, taking calculated risks when trying something new, doing things differently and continuing to improve.

Levels:

1. Open to new ideas
2. Takes action to make improvements
3. Looks for underlying patterns and, trends
4. Actively looks for opportunities to improve the business
5. Invests in innovation for future growth

LEAD CHANGE: identify, prioritize and lead change successfully

The ability to **identify, prioritize appropriately and articulate a vision for change** that will **enable engagement, responsiveness and a successful transformation**. Leaders who demonstrate this competency actively engage others and are diligent to ensure change is executed from start to finish. They enable people and organizations to understand why change needs to happen, formulate how individuals will respond, and then work through that change – all while providing ongoing guidance and support. They are agile, optimistic and resilient in response to change, adapting to meet changes and willingly embrace and champion change. This involves using a wide diversity of methods to communicate the vision, and working actively to ensure the change message is straightforward and transparent, but also translated into relevant and specific behaviours.

Levels:

1. Accepts need for flexibility
2. Seeks to understand the change
3. Fosters acceptance of and commitment to change
4. Ensures change is implemented and develops strategies that facilitate change
5. Spearheads the development and implementation of change strategies