BEHAVIOURAL COMPETENCY	PROFICIENCY LEVEL A	PROFICIENCY LEVEL B	PROFICIENCY LEVEL C	PROFICIENCY LEVEL D
CHANGE AGILITY: Embraces change and improvement to move the University ahead.	Accepts change: Adjusts priorities to meet changing needs/situations. Maintains composure when things are up in the air. Keeps an even keel when dealing with the unexpected. Does not judge prematurely.	Actively deals with change and ambiguity: Decides and acts without having the total picture. Responds appropriately to risk and uncertainty. Learns quickly when facing new problems.	Facilitates change and improvement: Uses political savvy to enable progress. Facilitates effective brainstorming or solution identification. Demonstrates good judgment about which creative ideas and suggestions will work.	Leads change and improvement: Turns the creative ideas of others into actions, practices, or services. Paints a credible picture of what the future requires and how to get there.
	Actively participates in all team meetings. Builds trust and credibility by keeping commitments. Is someone people enjoy working for or with.	Shares expertise. Helps to expectations are clear.	" o move the team forward. Blends people into teams when needed. Finds common ground and gets cooperation with minimum noise.	Builds trust between teams. Creates unity of purpose by defining success in terms of Makes team successes visible to the broader community.
MANAGERIAL COURAGE: Makes and stands behind tough decisions	Communicates with integrity and honesty: Expresses what needs to be said diplomatically. Sees issues for what they are without blinders or rose-coloured glasses. Maintains dialogue with others on work and results. Reads situations quickly. Supports McGill decisions.	Takes action in difficult situations: Provides timely, direct, complete and constructive feedback. Deals with conflicts appropriately. Takes difficult action when necessary.	Does what is best for McGill despite adversity: Proposes solutions that are beneficial to McGill but that many may oppose. Takes a visible stand behind unpopular decisions for the good of McGill. Does not let others pressure him / her out of making the right decision. Hammers out tough agreements and settles disputes amicably.	

## 



## MCGILL UNIVERSITY COMPETENCY GRID 7\k 'U '8k\yh

## Competency Grid for Information Systems Technology Role Profiles

DEGREE OF COMPLEXITY	SUPPORTING	APPLYING (MPEX IST-1)		GUIDING (MPEX IST-2)		SHAPING (MPEX IST-3)		LEADING (MPEX IST-4)	
Behavioural Competency Proficiency Level	A B	A	В	A	В	В	С	С	D
Change Agility	MUNACA positions	Accepts change			Deals with change		Facilitates change		Leads change
Resourcefulness		Uses resources			Maximizes resources		Mobilizes resources		Leverages resources
Teaming		Contributes			Creates feeling of belonging	Creates feeling of belonging		Builds team synergy	
Managerial Courage		Integrity		Integrity		Takes action		Does what is best	
Self-Awareness & Management		Knows self			Keep1 Tq774.31 41				