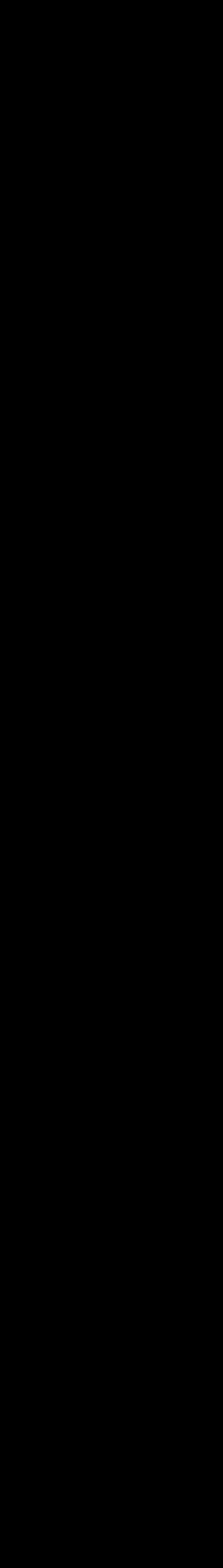


BEHAVIOURAL COMPETENCY	PROFICIENCY LEVEL A	PROFICIENCY LEVEL B	PROFICIENCY LEVEL C	PROFICIENCY LEVEL D
<p>CHANGE AGILITY: Embraces change and improvement to move the University ahead.</p>	<p>Accepts change: Adjusts priorities to meet changing needs/situations. Maintains composure when things are up in the air. Keeps an even keel when dealing with the unexpected. Does not judge prematurely.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>
	<p>Actively participates in all team meetings. Builds trust and credibility by keeping commitments. Is someone people enjoy working for or with.</p>	<p>Shares expertise. Helps to expectations are clear.</p>	<p>" o move the team forward. Blends people into teams when needed. Finds common ground and gets cooperation with minimum noise.</p>	<p>Builds trust between teams. Creates unity of purpose by defining success in terms of Makes team successes visible to the broader community.</p>
<p>MANAGERIAL COURAGE: Makes and stands behind tough decisions</p>	<p>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.</p>	<p>Takes action in difficult situations: Provides timely, direct, complete and constructive feedback. Deals with conflicts appropriately. Takes difficult action when necessary.</p>	<p>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.</p>	



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