



# ***The Engineers Canada Leader***

## **Executive Summary**

Engineers Canada exists to provide national support and leadership on behalf of engineering regulators to promote and maintain the interests, honour, and integrity of the profession.

# 1. Introduction

Engineers Canada believes that leadership matters. Staff, regardless of position, title, or level within the organization, and volunteers play an important leadership role in advancing the competence, integrity, and public accountability of the engineering profession on behalf of regulators. Staff and volunteers are unquestionably our greatest assets.

The attributes and competencies described in this document constitute Engineers Canada's organizational identity. They define the skills and behaviours that define the "*Engineers Canada Leader*" which, when demonstrated, are key to successful leadership, improved organizational performance, and the achievement of the Ends. In particular, the implementation of self-management techniques using cross-functional teams, both formal and informal, is a proven means to achieving the Ends. Complementary to leadership attributes and competencies are the Statement of Values and Leadership Principles described in Appendices A and B respectively.

The provision of national support and leadership on behalf of engineering regulators to promote and maintain the interests, honour, and integrity of the profession is a challenging role for Engineers Canada. Accountabilities are defined with a series of attainable milestone achievements along the way, and accomplishments are recognized. All staff knows, understands, and owns the critical success factors and share in the development of measurement tools that are essential for Engineers Canada to attain its ambitious Ends.

## 2. Overview of Leadership Attributes & Competencies

There are nine critical areas of application to which the leadership attributes and competencies apply at Engineers Canada, each outlined in further detail on the following pages. They are (alphabetically):

### 2.1. Communication

The **Engineers Canada Leader** will, through appropriate written and oral communication, keep staff, volunteers, and colleagues informed of issues and developments relevant to or potentially impacting their role. Constructive feedback and ideas will be encouraged and divergent viewpoints considered and shared.

### 2.2. Developing People (self and others)

The **Engineers Canada Leader** will have the desire, capability and self-confidence to develop skills, knowledge, and behaviours of self and others (primarily his/her team) through one-on-one coaching, directed assignments, and by creating an environment which encourages people to maximize their full potential. The **Engineers Canada Leader** will build and promote a culture of ongoing improvement while setting high expectations for self and others.

### 2.3. Judgement and Decision Making

The **Engineers Canada Leader** will demonstrate the ability to make well-informed, timely decisions, provide sound guidance and exercise objectivity in a variety of situations, taking responsibility for actions.

### 2.4. Leading and Managing Others

The **Engineers Canada Leader** will harness the talents and energies of others by providing direction, regular coaching, and clarity to achieve individual, team, and Engineers Canada objectives. The **Engineers Canada Leader** asks and listens, effectively manages projects, leads by example, and works to constructively resolve conflict.

### 2.5. Managing Change

The **Engineers Canada Leader** will seek out, initiate, anticipate, lead, and embrace innovation and change, demonstrating flexibility, personal commitment, and encouraging others to actively engage in and shape progressive change. However, change for change's sake is not our philosophy.

### 2.6. Self-Management

The **Engineers Canada Leader** will employ a participative, open, communicative, and collaborative approach to leading and managing others. In so doing, the **Engineers Canada Leader** will demonstrate a high level of self-awareness, manage reactions appropriately, and be tenacious and focused on the achievement of Ends, irrespective of the obstacles or resistance that stand in the way.

### 2.7. Service Focus

The **Engineers Canada Leader** will be sensitive to, identify, and respond appropriately to the needs of staff, volunteers and "customers" (applicants, members, engineering interns, engineering students, and public), ensuring others share that commitment, coach others to a service focus and promote excellent customer service at all times.

## 2.8. Strategic and Operational Planning

The **Engineers Canada Leader** will plan and manage the application of every human, organizational, technical, and financial resource to ensure that each increasingly supports and contributes to the achievement of Ends policies in a manner that is demonstrable, transparent, measurable, efficient and effective, and reflects compliance with our principles, policy directives and constraints.

## 2.9. Teamwork and Relationship Building

The **Engineers Canada Leader** will actively contribute as a leader and/or member of internal and external teams. In so doing, the *Engineers Canada Leader* will develop appropriate relationships with others, promoting a positive, supportive working environment while earning the trust and respect of others.

The detailed attributes and competencies, which appear in [the expanded version of The Engineers Canada Leader](#), are designed to assist leaders in identifying key aspects of their role and their approach to it and enable them become more effective.

These attributes and competencies are used for aspirational and development purposes, strongly influencing development plans, hence becoming a key feature in the selection and appraisal of leaders. They are also an integral component of an overall leadership development approach.

### 3. Leadership Excellence at Engineers Canada

Engineers Canada's leaders undergo leadership training to understand, acquire, and develop the required competencies. The challenge for both new and experienced leaders and coaches is changing an approach that was learned from their past experiences and what they learned from their leaders.

Self-management is a critical component in achieving leadership excellence at Engineers Canada. The self-management approach creates and manages a high performance culture. It begins with the understanding that self-management is the #1 competency of all successful people. The approach is based on self-management, making and keeping commitments, individual responsibility and accountability, and professional coaching and consulting. The *Engineers Canada Leader* helps staff and volunteers create personal self-management approaches where they are held accountable for results and responsible for their own attitude and effort.

The approach involves selecting people who have high "self-management" potential, providing continuous constructive feedback, training and coaching to develop strong "self-practice leads" and top performers, and retaining those top performers.

#### Transforming the Leadership Role

Engineers Canada is moving to *Transformational Leadership* – transitioning to a coaching-based, partnering approach, built on trust, respect, integrity and commitment. To achieve this critical transformation, the *Engineers Canada Leader* must

- Migrate from TELL to ASK
- Take a more facilitative and consultative approach to develop self-sufficient employees
- Evolve to becoming a partner with their team

#### What Is A Consultative Culture?

The *Engineers Canada Leader* sees the value in creating a culture for the organization that is based on a consultancy model where employees are encouraged to speak up in their teams; they are asked their opinions and are empowered to contribute to the end results.

A consultative leader is one who

- Shares important information with their staff
- Doesn't shoot down bad ideas directly
- Expresses appreciation for staff participation

#### Creating a Performance Culture

**PERFORMANCE EQUATION = (talent x habits x opportunity)**

The *Engineers Canada Leader* understands the performance equation and looks at where responsibilities for employee performance are "shared" and "not shared" with the leader. Leaders know

- The crucial difference between accountabilities and responsibilities
- The requirement to "coach" rather than "coax"

The performance culture requires that the *Engineers Canada Leader* understands the power of expectations and learns how to use expectations in managing. This includes

- Understanding the power of expectations
- Setting higher expectations
- Developing effective communication agreements

**Coaching for Self-Confidence.** The *Engineers Canada Leader* learns the self-confidence model and how to use it to develop self-confident employees, builds on strengths, and develops growth opportunities.

**Coaching for Motivation.** The *Engineers Canada Leader* understands true motivation, where it comes from and who is responsible for it. Understanding and appropriately and effectively applying motivation strategies used in managing and coaching include

- Push/Pull
- External – short term
- Internal – long term

**Coaching for Commitment.** In addition to internal characteristics of commitment, engagement, and passion, the *Engineers Canada Leader* knows how to coach for these important elements.

**Reinforcement and rewarding the right behaviours.** This is one of the most powerful tools used by the *Engineers Canada Leader* for shaping behaviour, which includes

- Understanding how to use reinforcement and non-reinforcement to improve performance
- Setting the leader's strategies
- Catching missed opportunities to reward and recognize performance and results
- Coaching for self-reinforcement

The *Engineers Canada Leader* learns how to get his/her people to value his/her time and benefit from the coaching provided. The *Engineers Canada Leader* holds his/her people responsible and accountable in order to maximize the effectiveness of the time spent with employees.

**Coaching Attitude and Effort.** Since attitude and effort really belong to the individual, these are the most difficult aspects of performance to coach. Coaching for attitude and effort gets employees to self-manage these two critical components.

**Conducting Team Meetings.** This requires effective approaches to facilitating team/group meetings. The *Engineers Canada Leader* uses techniques for making them fun, engaging and effective.

The *Engineers Canada Leader* has effective **Coaching Conversations** that involve one-on-one coaching conversations, regular coaching meetings with employees, and gains active involvement, engagement, and commitment.

## Appendix A Statement of Values

This statement of values is centered on Engineers Canada purpose:

*Engineers Canada exists to provide national support and leadership on behalf of engineering regulators in Canada to promote and maintain the integrity, honour, and interests of the profession at a cost that is justified by the results.*

The core values of Engineers Canada are:

Integrity	Leadership
Ethics	Collaboration
Inclusiveness	Competence
Vision	Service and support

## Appendix B

# Leadership Principles

Core expectation of staff:

- **Client Oriented:** We work to understand our clients and their needs, and ensure timely and accurate responses.
- **Respect:** We show respect by being professional, courteous, and appreciative of others' efforts.
- **Communication:** In all aspects of our work, we follow a process of listening, understanding, thinking and acting, and ensuring information is exchanged openly and candidly.
- **People Oriented:** We encourage flexibility, promote life balance, and recognize the contributions of others.
- **Integrity:** We work in a fair and professional manner by being ethical, committed, and truthful.
- **Teamwork:** We foster a collaborative multidisciplinary team that works towards the Ends while promoting camaraderie.

The *Engineers Canada Leader* will:

- Work diligently to achieve the Ends.
- Live the core values.
- Have the required technical skills and knowledge to perform his/her job.
- Demonstrate respect by behaving in a courteous and considerate manner when dealing with others, regardless of their status, position, background or views.
- Constantly and demonstrably adhere at all times to our commitment and policy on equity and diversity.
- Treat people fairly.
- Acknowledge and learn from his/her mistakes.
- Seek advice and input when unclear/unsure.
- Keep promises (and therefore make and keep commitments that can be delivered).
- Respect confidentiality.
- Communicate openly and honestly with peers, staff and volunteers.
- Proactively develop open, honest and trusting relationships for mutual benefit.
- Recognize, respect and value the different contributions and views of individuals and organizations.
- Demonstrate a personal commitment and loyalty to teams/departments/committees and to Engineers Canada.