

BCIT
UPDATED LEADERSHIP
COMPETENCY MODEL

Revised October 2020

What is a competency and why are competencies important?

Leadership competencies are leadership skills and behaviors that contribute to superior performance. By using a competency-based approach to leadership, organizations can better identify and develop their next generation of leaders (see footnote 1)

Leadership competencies describe skills and behaviors that leaders at all levels at BCIT need to demonstrate to support our desired organizational culture and deliver our mandate and vision.

BCIT's leadership competency framework consists of a definitional statement that indicates the intent of the competency. Each competency is then described by five key behaviours that demonstrate proficiency. The behavioral descriptions for the shared competencies, vary by leader level. Individuals need to be sure to refer to the competency behavioral descriptions that apply to their leader level.

2019 Competency Title	New Competency Title (Oct 2020)	Competency Definition
Critical Thinking	Inspires Shared Vision	Displaying a clear understanding of BCIT's mission, vision and values, and using sound judgement in creating strategies and making decisions that are in the best interest of students, the team, the Institute and its stakeholders.
Driving Results	Delivers Quality and Excellence	Translating vision and strategy into action by focusing on the execution of educational objectives and ensuring that outcomes are delivered with high standards.
Building Talent	Builds Talent	Setting people up for success by providing clear expectations, enabling feedback, and development opportunities to help them excel in their current and future roles.
Collaboration	Fosters Collaboration	Proactively building collegial relationships within the Institute and with external stakeholders by engaging others, building trust and creating alignment to maintain support for initiatives.
Facilitating Change	Champions Change and Innovation	Leading and supporting innovative change by maintaining an awareness of trends, challenging current thinking and practices, and engaging in continuous improvement to support student success.
Impact and Influence	Mobilizes People	Speaking up for the good of BCIT and building support for initiatives by communicating tactfully and in a clear and compelling manner.

BCIT's Leader Levels

Leading Self	Excluded Employees with no direct reports – individual contributors
Team Leaders	Program Heads, Department Heads, Supervisors and Team Leads
Leading Others	Associate Deans, Associate Directors, and Managers
Leading Leaders	Deans, Directors, and Registrar
Leading the Organization	President, Vice Presidents, Senior Directors, Executive Directors

On the pages following, be sure to refer to the information applicable to your position. There are competency self-assessments for each leader level as well, that individuals can complete to help identify areas of strength and development.

Leading the Organization

President, Vice Presidents, Senior Directors, Executive Directors

Inspires Shared Vision

- Shapes and clearly communicates an inspiring vision for BCIT.
- Focuses on strategic priorities that will advance BCIT's position.
- Makes decisions in the best interest of students, employees, and key stakeholders.
- Makes sound decisions aligned to our values on BCIT issues with broad impact.
- Examines problems from a systems perspective and makes decisions despite uncertainty.

Delivers Quality and Excellence

- Empowers teams to translate strategies into realistic educational objectives and plans.
- Gives clear direction and required support to achieve educational outcomes.
- Motivates and inspires teams to achieve excellence for student success.
- Monitors progress on objectives and clears barriers to success.
- Holds teams accountable for achieving academic and financial objectives.

Builds Talent

- Sets clear priorities and expectations that align with BCIT's goals and values.
- Provides meaningful feedback in a coaching approach to support learning and growth.
- Recognizes efforts and celebrates successes.
- Cultivates a learning culture by encouraging action and learning from mistakes.
- Supports individual development plans that contribute to team succession planning.

Fosters Collaboration

- Builds collegial relationships with stakeholders (E.g.; academia, industry, government).
- Builds trust by sharing information and openly listening to different perspectives.
- Fosters cross-Institute collaboration initiatives to enrich the learning environment.
- Consults with relevant groups and stakeholders to create alignment.
- Surfaces and resolves conflict with peers and teams.

Champions Change and Innovation

- Provides a compelling vision for new technology/programs to benefit students and BCIT.
- Is curious and stays up to date with new trends in education and own area of expertise.
- Challenges current thinking and drives continuous improvement.
- Creates a culture where challenging the status quo and innovation are embraced.
- Guides others through change with compassion, confidence and resilience.

Mobilizes People

- Uses compelling stories to inspire commitment to BCIT's vision, values and direction.
- Speaks up for the good of BCIT, even when faced with resistance.
- Negotiates to achieve win-win outcomes for students and other stakeholders.
- Builds trust by engaging others and influencing outcomes without relying on authority.
- Demonstrates self-awareness when communicating with others.

Leading the Organization Self-Assessment -- a tool to help you identify areas of strength and development

Leading Leaders

Deans, Directors, and Registrar

Inspires Shared Vision

- Shapes and clearly communicates vision for school/unit aligned with BCIT's direction.
- Translates vision and strategies into tangible actions and plans.
- Considers implications of decisions on faculty, staff, students and BCIT community.
- Shifts priorities based on strategic requirements.
- Demonstrates capacity and willingness to make difficult decisions despite ambiguity.

Delivers Quality and Excellence

- Fosters a culture of achievement and excellence in the delivery of higher education.
- Sets high standards for teaching/learning and empowers teams to achieve objectives.
- Demonstrates focus and resilience in achieving goals and removes barriers to success.
- Engages the right resources to achieve educational and functional objectives.
- Holds self and teams accountable for making timely decisions and executing plans.

Builds Talent

- Sets clear priorities and expectations that align with unit/school goals.
- Provides meaningful feedback in a coaching approach to support learning and growth.
- Recognizes efforts, celebrates successes, and inspires individuals to perform at their best.
- Leads with compassion and a supportive mindset.
- Models the way in allowing others to learn from mistakes.

Fosters Collaboration

- Builds collegial relationships with key stakeholders (E.g.; employees, unions, industry, government).
- Readily involves staff, faculty and other relevant stakeholders in decisions and plans.
- Fosters open dialogue and trust by being authentic and listening to different perspectives.
- Demonstrates awareness of own impact and proactively addresses conflict.
- Keeps people informed and explains why decisions are made.

Champions Change and Innovation

- Stays abreast of educational, industry and technological trends.
- Inspires others to embrace new educational models, technological changes and ways of working.
- Empowers teams to take calculated risks to find creative ways of addressing challenges.
- Engages teams in discovering and implementing improvements and efficiencies.
- Adapts well to change and helps others to overcome their resistance.

Mobilizes People

- Shares new knowledge and ideas in ways that inspires faculty, staff and students.
- Is courageous in speaking up to advocate for the good of BCIT and its students.
- Effectively navigates the political landscape and builds support for initiatives.
- Demonstrates self-awareness when communicating with others.
- Builds trust by engaging others and influencing outcomes without relying on authority.

Leading Leaders Self-Assessment -- a tool to help you identify areas of strength and development

Leading Others

Associate Deans, Associate Directors, and Managers

Inspires Shared Vision

- Shapes and clearly communicates an inspiring vision for the program area / team.
- Aligns the program area /unit's goals with BCIT's mission, vision and strategic plan.
- Leverages understanding of educational and service excellence to make sound decisions.
- Examines problems and decisions from a systems perspective.
- Focuses resources on the right priorities and objectives.

Delivers Quality and Excellence

- Motivates the team to achieve excellence in learning, teaching and service delivery.
- Communicates clear priorities and monitors progress towards objectives.
- Focuses resources on taking action and executing plans.
- Creates accountability for achieving goals within timelines and budgetary constraints.
- Stays positive and productive despite challenges; leads by example.

Builds Talent

- Sets clear priorities and expectations that align with BCIT's educational goals and values.
- Provides meaningful feedback in a coaching approach to support learning and growth.
- Recognizes efforts and celebrates successes.
- Cultivates a learning culture by encouraging action and learning from mistakes.
- Supports individual development plans that contribute to team succession planning.

Fosters Collaboration

- Establishes a strong network of academic and industry peers and colleagues.
- Builds trust by sharing information and openly listening to different perspectives.
- Builds collegial relationships by being authentic and transparent.
- Demonstrates awareness of own impact and proactively addresses conflict.
- Engages the team and relevant stakeholders in making decisions and plans.

Champions Change and Innovation

- Stays abreast of educational, industry and technological trends.
- Actively looks for opportunities to improve current thinking and approaches.
- Inspires staff and faculty to embrace new educational models and technological change.
- Adapts well to change and helps others overcome their resistance.
- Promotes the development of innovative ideas to address emerging challenges.

Mobilizes People

- Is courageous in speaking up to advocate for the school/program, its students and employees.
- Effectively navigates the political landscape and builds support for initiatives.
- Engages the team and inspires action without relying solely on authority.
- Builds trust and credibility by being open, honest and sincere.
- Demonstrates self-awareness when communicating with others.

Leading Others Self-Assessment -- a tool to help you identify areas of strength and development

Team Leaders

Program Heads, Department Heads, Supervisors and Team Leads

Inspires Shared Vision

- Aligns team goals with BCIT's mission, vision and strategic plan.
- Translates educational and service strategies and goals into tangible actions and plans.
- Identifies root causes of problems and presents useful solutions.
- Focuses team on the right priorities to achieve student and service success.
- Makes sound decisions and considers impacts on students, employees and other stakeholders.

Delivers Quality and Excellence

- Focuses on value-added work by accurately judging its importance and urgency.
- Establishes role clarity and communicates clear expectations for goal achievement.
- Creates accountability for accomplishing objectives within timelines.
- Motivates the team to achieve high standards of delivery.
- Stays positive and productive despite challenges; leads by example.

Builds Talent

- Leads with compassion and a supportive mindset.
- Provides recognition and celebrates successes.
- Provides meaningful feedback in a constructive and timely way.
- Coaches and mentors individuals to grow and perform at their best.
- Models the way in allowing others to learn from mistakes.

Fosters Collaboration

- Builds relationships across BCIT by living our values of respect, collaboration and inclusion.
- Fosters open dialogue and trust by encouraging and listening to different perspectives.
- Understands own impact on others and proactively addresses conflict.
- Is recognized as a helpful colleague who looks for win/win solutions.
- Engages the team in making decisions and plans.

Champions Change and Innovation

- Stays current on educational, industry and technological trends.
- Adapts well to change and helps others to overcome their resistance.
- Challenges status quo and takes calculated risks to promote student and employee success.
- Empowers the team to be creative and do things in a new way.
- Actively looks for opportunities to improve current thinking and approaches.

Mobilizes People

- Advocates for own programs and initiatives.
- Communicates in a clear and compelling manner.
- Proactively shares information with relevant parties
- Builds trust and credibility by being open, honest and sincere.
- Demonstrates self-awareness when communicating with others.

Team Leaders Self-Assessment -- a tool to help you identify areas of strength and development

Leading Self

Excluded Employees with no direct reports – individual contributors

Inspires Shared Vision

- Understands how BCIT's vision, mission and direction translates to own objectives.
- Seeks to understand root causes of problems and provides useful solutions.
- Forms logical conclusions and makes timely decisions based on available information.
- Makes sound decisions and considers their impact on students, employees and other stakeholders.
- Focuses on the right priorities and activities.

Delivers Quality and Excellence

- Achieves objectives in a timely manner.
- Takes accountability for producing quality outcomes and delivering at a high level.
- Takes initiative for addressing issues and resolving problems.
- Communicates progress and updates.
- Stays positive and productive despite challenges.

Fosters Collaboration

- Builds collegial relationships with colleagues by living our values of respect, collaboration and inclusion.
- Demonstrates a willingness to help and support others.
- Fosters open dialogue and trust by encouraging and listening to different perspectives.
- Involves the right people in making decisions and accomplishing objectives.
- Demonstrates awareness of own impact and proactively resolves conflict.

Champions Change and Innovation

- Stays current on educational, industry and technological trends.
- Embraces and applies new ideas and approaches.
- Looks for creative ways to solve problems and address challenges.
- Actively seeks information to understand and implement changes.
- Learns from experiences by analyzing what went well and what could be improved.

Mobilizes People

- Presents thoughts and ideas in a clear and compelling way.
- Is confident in raising issues that require attention.
- Demonstrates self-awareness when communicating with others.
- Proactively shares information with relevant parties.
- Builds trust and credibility by being open, candid and sincere.

Leading Self Self-Assessment -- a tool to help you identify areas of strength and development