

# THE ART OF LEADING LEADERS

## Tactical Manager's Tool: Integration and Success for the First 6 Months

### Types of managers

1. Strategic: participates in defining general directions, policy priorities, and performance frameworks
2. Tactical: mentors other managers; structures managerial action, ensures coordination between units, allocates resources and prioritizes
3. Operational: directly supervises teams and exercises local leadership focused on supervising day-to-day work

### Role of the tactical manager

1. Shares information between strategic and operational hierarchical levels
2. Participates in the construction of the strategy by influencing the way directions are interpreted and implemented
3. Transforms directions into a framework for action that managers can understand and use (prioritizes, organizes objectives, adapts tools)

### Potential tensions for the tactical manager

1. Loyalty to one's managers vs. credibility to one's team
2. Requirement to comply with the existing framework vs. need to adapt
3. Performance-based management requirements vs. maintaining a sense of public service

Response to these tensions: paradoxical leadership, alternating between:

- ♦ Control and autonomy
- ♦ Requirement and support
- ♦ Strategic distance and relational proximity

### Virtues of the Exemplary Manager

- Wisdom
- Humanism
- Transcendence
- Judgment
- Courage
- Humility
- Justice
- Curiosity

### Structuring mechanisms of the tactical manager's role and associated competencies

Translation between levels: transform general orientations into priorities, sequences of action, trade-offs, and managerial routines; reformulate operational realities upwards in a way that can be addressed by the strategic level

- ♦ Competency: producer of results

Information filtering and framing: selecting, prioritizing, and qualifying what matters (direct impact on the strategic agenda and on risk prioritization)

- ♦ Competency: producer of results (quality of judgment, capacity to identify what is important, urgent, risky, and what needs to be reported)

Horizontal coordination: contribute to coherence between units and between peers if there are ambiguous, competing, or fragmented orientations (organizational convergence actor)

- ♦ Competencies: participation generator, collaboration, networking

Navigating structural tensions: maintaining a dynamic balance between opposing and interdependent poles (continuous adjustments)

- ♦ Competencies: change driver, authentic leader, bearer of meaning: *sensemaking* (actors build a shared understanding of complex or ambiguous situations in order to make action possible) and *sensegiving* (actors influence the way others interpret a situation, decision, etc.)

### Winning strategies

- ♦ Networking, mentoring, coaching, co-development
- ♦ Bilateral meetings (team members and your manager)
- ♦ Training
- ♦ Integration plan first 6 months (page 2)

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## Tactical Manager Tool: Integration and Success for the First 6 Months

### A step-by-step integration

#### Day 1 - Listen and understand

- ♦ **Hold a short introductory meeting;** develop an overview of the organization and the team; alignment of values
- ♦ **Build a relationship of trust** with your manager, share tools and information, understand expectations
- ♦ **Familiarize yourself with the departmental mandate**

#### Week 1 - Get into the rhythm

- ♦ **Understand the strategic roles of cross-cutting functions** (HR, finance, RM, RI, legal affairs)
- ♦ **Become familiar with the values, ethics, and obligations of the public service**
- ♦ **Understand** the political, organizational, and intersectoral dynamics
- ♦ **Observe team** leadership styles

#### Month 1 - Build relationships

- ♦ **Set up effective delegations**
- ♦ **Establish a network** with the team and key players to understand their business context
- ♦ **Schedule meetings** with the teams, your manager, and stakeholders
- ♦ **Pre-diagnosis** of processes:
  - ◊ Understand strengths, challenges, and needs
  - ◊ Hold open discussions of **expected challenges** with your manager and team(s)
- ♦ **Recognize successes**

#### Month 2 - Set the direction

- ♦ **Diagnose** and make **strategic decisions** to prioritize actions
- ♦ Clarify / confirm the vision and **expected results**
- ♦ **Engage staff** and align the leadership team around priorities
- ♦ Develop your **network**

#### Month 3 - Influence and Evaluate

- ♦ **Evaluate the team**
- ♦ Evaluate and adjust, as appropriate, using **performance indicators**
- ♦ **Initiate change - propose an action plan** for improvement

#### Months 4 to 6 - Reflect and grow

- ♦ **Learn about** your team and your manager's perceptions of you
- ♦ **Exercise to reflect** on your vision and your strengths / weaknesses
- ♦ **Adjust** your leadership style based on your reflections and feedback received
- ♦ Identify training and other opportunities for **leadership and personal development**
- ♦ **Consolidate effective practices** and adjust what needs to be done

### Tools and References

- ♦ Have a coach and a mentor for integration
- ♦ Develop trusting relationships with the team members
- ♦ The organization's strategic plan
- ♦ Service performance dashboards
- ♦ Responsibilities and authorities such as financial delegation and human resources
- ♦ Values and Ethics Code for the Public Service
- ♦ Learn about aspects of authentic leadership

- ♦ Develop your internal governance model
- ♦ Develop organizational policy skills including the abilities to influence and mobilize
- ♦ The First 100 Days Guide
- ♦ Public Service Leaders Program – University of Ottawa
- ♦ Validation of resources / training / networking Alliance of Executives, APEX, ENAP (PGL 2 and 3), CSPS, IAPQ, Espace leadership

- ♦ Key performance indicators (KPIs)
- ♦ Key process mapping
- ♦ 360° assessment
- ♦ Mid-term review with superiors
- ♦ Executive coaching (blind spots, leadership posture)
- ♦ Conflict management training
- ♦ Stress management and workplace wellness training – emotion management
- ♦ Change leadership development