

# Team Leadership

Advises, supports, and coaches others in day-to-day performance and operational issues. Fosters teamwork and facilitates an atmosphere for team performance.

Level	Description	Behaviours	Work Examples
0.	Does not exhibit this competency		
1.	Takes Action to Increase People's Effectiveness; Responds to Shifting Priorities  <i>Appraiser II</i>	<ul style="list-style-type: none"> <li>• Regularly briefs the group</li> <li>• Clearly explains what needs to be done, including objectives, accountabilities and timelines</li> <li>• Provides relevant input into planning processes</li> <li>• Adheres to corporate policies and procedures</li> <li>• Willingly learns from others', including peers</li> <li>• Ensures group tasks are completed and provides performance feedback</li> <li>• Organizes and uses available resources in an efficient and appropriate manner</li> <li>• Able to manage own time. Provides a suitable framework for scheduling and implementing these plans with group</li> </ul>	<ul style="list-style-type: none"> <li>▪ Explains amount of work in own area of responsibility</li> <li>▪ Briefs team and others on progress of projects and work issues and solicits team input</li> <li>▪ Coaches others in project planning in own area of responsibility, e.g. servicing, re-assessment work</li> <li>▪ Identifies barriers or obstacles to team performance</li> <li>▪ Willingly listens to input and makes modifications to work plans and deliverables, e.g. servicing</li> <li>▪ Willingly accepts team's advice on planning servicing objectives</li> <li>▪ Orients new employees in work processes</li> <li>▪ Assists with training temporary employees e.g. PICs, Appraiser Tr/I</li> </ul>
2.	Champions the Group; Manages Work within Constraints  <i>Sr. Appraiser</i>	<ul style="list-style-type: none"> <li>• Brings people together to work collaboratively on shared tasks</li> <li>• Guides team in how to develop group goals, coordinate tasks, clarify roles and make decisions</li> <li>• Monitors progress of own and others against plan to ensure time, cost and quality expectations are met</li> <li>• Clearly defines roles and expectations of group;</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritizes area goals</li> <li>• Facilitates cross-team meetings in order to reach group/office objectives</li> <li>• Encourages and provides extra support to team members when necessary</li> <li>• Removes obstacles or barriers to team performance or achieving team goals, e.g. lack of resources</li> <li>• Provides opportunities for more junior staff to</li> </ul>

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	sets goals in consultation with group	be exposed to more complex, and a wider variety of work, e.g. commercial and farm
	<ul style="list-style-type: none"><li>• Champions and promotes the group's interests and capabilities</li><li>• Plans to meet or exceed deadlines while not compromising the quality of tasks</li><li>• Ensures the team is functioning cooperatively and collaboratively, and that group responsibilities are completed</li><li>• Ensures that group member's 'buy-in' regarding group goals</li></ul>	<ul style="list-style-type: none"><li>• Identifies servicing challenges outside own area and brings in regional perspective, e.g. servicing of major industrial properties with people from area office</li><li>• Coordinates uniformity and consistency issues that affect more than one office, e.g. bed and breakfasts, telecommunications</li></ul>
3.	Positions Self as the Leader; Manages Work with Shifting Challenges and Demands	<ul style="list-style-type: none"><li>• Formulates policy and manages servicing projects with province-wide implications</li><li>• Coordinates and leads cross-functional task teams to develop corporate policy, e.g. information technology, standardization policy</li><li>• Coaches and mentors Sr. Appraisers</li><li>• Assist in setting strategic objectives in conjunction with Assessor</li></ul>

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