

# BEHAVIOURAL COMPETENCIES

for Canada's Substance  
Use Workforce v. 2

**LEADERSHIP**



Canadian Centre  
on Substance Use  
and Addiction

Evidence. Engagement. Impact.



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on Substance Use  
and Addiction

All behavioural indicators across proficiency levels are examples only and can be adapted or tailored to meet individual organizational needs and mandates.

For CCSA's competencies, substance use is inclusive of situations where professionals are working with individuals who use or have used substances, are diagnosed with a medically recognized substance use disorder or are experiencing harms as a result of using substances. For more information, please refer to the criteria for substance use disorders in the *Diagnostic and Statistical Manual of Mental Disorders*, 5<sup>th</sup> edition (DSM-5).

For more information on sex- and gender-based analysis (SGBA+), please visit [www.ccsa.ca/sex-and-gender-based-analysis](http://www.ccsa.ca/sex-and-gender-based-analysis)

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## LEADERSHIP

Help others achieve excellent results and create enthusiasm for a shared vision and mission, even in the face of critical debate and adversity. Model professionalism and integrity. These qualities apply to both informal and formal leadership roles.

	1 = Foundational	2 = Developing	3 = Proficient	4 = Advanced
EXAMPLES	1. Encourages and fosters dialogue, valuing all team members' input	1. Leads by example, modelling desired behaviours and acting with professionalism and integrity	1. Cultivates energy, excitement and optimism in the organization, particularly through times of change	1. Engages others in articulating the organization's vision and values
	2. Shows appreciation for work done well by others by providing recognition	2. Creates an environment where team members consistently push for improved team performance and productivity	2. Takes responsibility for actions and decisions even when unpopular	2. Cultivates an environment that encourages change, innovation, improvement and responsible risk-taking
	3. Brings excellent performance to the attention of the larger team or organization	3. Sets clear and realistic goals, activities, timelines, deliverables and products, and accountabilities for self and team	3. Responds to requests for direction during times of crisis	3. Sets strategic goals and develops and implements programs and change strategies aligned with the strategic direction and vision
	4. Shows organizational and professional commitment and supports the vision and mission of the organization	4. Recognizes good performance and deals constructively with setbacks	4. Demonstrates political acumen when interacting with internal and external stakeholders	4. Conducts needs analyses to determine if change is necessary, and identifies and implements change strategies
	5. Openly shares information on decisions and changes in a timely manner	5. Fosters a work environment where all team members feel safe and included in contributing to dialogue and debate	5. Provides mentorship to emerging leaders to promote equitable, diverse and inclusive leadership	5. Identifies and builds partnerships that support shared goals, including with government departments and a range of organizations representing diverse perspectives
	6. Builds support for and commitment to new initiatives including non-traditional or innovative activities	6. Advocates for the team to have the resources, information and support needed to do their jobs	6. Ensures that programs and goals are aligned with the broader vision and priorities of the organization, including organizational change strategies	6. Partners with change leaders and managers in planning, implementing and evaluating interventions to improve organizational performance
	7. Enhances understanding of and commitment to change among peers by involving those affected by it	7. Challenges policies or practices that present barriers to independent action and decision making	7. Delegates responsibility according to others' skill sets, strengths and expertise whenever possible, rather than taking charge or micro-managing	7. Uses understanding of the dynamic relationships, viewpoints and agendas, both acknowledged and implicit, of stakeholders in the substance use field to further the organization's success
	8. Leverages team members' strengths to collaborate with and inspire each other	8. Considers individual's competencies, interests and concerns in establishing team structures, roles and responsibilities	8. Eliminates or restructures activities that do not support the future success of the organization	8. Advocates for or implements succession planning processes within the organization and across the system
	9. Engages in ongoing professional development opportunities for leadership roles and responsibilities	9. Designs and develops programs and tools to promote team learning during a change effort	9. Monitors individual succession plans, making adjustments and providing feedback, as needed	9. Ensures that the organizational structure and processes support the organization's strategic direction and change activities
	10. Maintains an optimistic and enthusiastic attitude, despite challenges	10. Identifies future leaders in own team and works collaboratively with team to develop equitable succession plans	10. Demonstrates cultural humility in personal development as a leader	10. Monitors current developments and trends in the social-political environment of substance use that may affect implementation of organizational direction, change strategies, programs or plans
	11. Adopts change initiatives at an early stage	11. Models cultural humility and gender sensitivity, and implements safe and anti-oppressive practices in interactions with others	11. Provides mentorship to under-represented groups	