City of Guelph Leadership Charter

Our shared community mindset will help us empower employees to make decisions in service of our constituents and will foster innovation and proactive strategic thinking. I will hold myself and others accountable to be collaborative, courageous leaders.

Commitments

I will lead with a shared community mindset, where employees are empowered to make decisions in service of our constituents and will foster innovation and proactive strategic thinking. I will hold myself and others accountable to be collaborative, courageous leaders.

Why It's Important

The ability to think beyond one's own area and build deliberate relationships is critical to achieving our common strategic goals and providing excellent service to the community.

Positive Behaviours	Negative Behaviours
Collaborating across departments Bringing solutions and holding constructive conversations Establishing relationships that build our community of leaders Taking ownership of issues Looking for common objectives Adjusting when needed Shifting thinking from me to we Thinking in an integrated way Treating others with kindness, empathy and respect Celebrating as one	Not forwarding customer service issues Passing the buck Placing blame or finger pointing Ignoring individuality, diversity and uniqueness Sending mixed messages Acting passive-aggressive Being authoritarian, demeaning and insulting Gossiping

I will communicate with clarity

- Create a clear line of sight for employees to be aligned around our objectives
- Support transparent and open government
- Balance exceptional service, short-term needs and long-term strategic priorities

Why It's Important

In our complex and changing environment it is critical that all City of Guelph employees are aligned and engaged to create an exceptional organization to best serve our City.

Positive Behaviours	Negative Behaviours
Communicating clearly and often Explaining decisions made Saying "I don't know" and following up Using SMART goal setting Reviewing performance and PDPs Holding regular monthly meetings Planning work Being decisive and clarifying roles Being visible to citizens Being respectful, patient, consistent, supportive Listening and being accessible	Overusing email Not considering corporate vision and priorities Failing to track performance Procrastinating or over committing Mistaking effort for results Favouring priorities over one another Making assumptions Being vague Hiding behind policy Not responding to customers Listening to the loudest voice

I will foster innovation

- Develop a safe-fail environment and smart risk taking
- Leverage diverse ideas and progressive ways of thinking
- Lead change and create agile teams

Why It's Important

Challenging how we do things and looking for new solutions is how we will continue to lead in a new era. Leaders are accountable to leave the organization better than they found it.

Positive Behaviours	Negative Behaviours
Being open/flexible to new ideas Listening to staff Asking "What does it mean for tomorrow?" Ensuring time for strategic thinking Being inquisitive, open Being aware of change around us Recognizing generational changes Anticipating trends/being adaptable Recognizing what we're good at Assessing ourselves	Promoting "this is the way we've always done it" Dwelling on the past Acting with fear Being single/close-minded or rigid Focusing on punishment rather than learning from failure Not supporting/appreciating staff input Being dismissive of feedback Being disengaged Micromanaging or running a dictatorship

I will be accountable to our stakeholders

- Be results focused and encourage it in others
- Develop people and cultivate future leaders
- Role model courage, resilience and wellness and hold difficult conversations

Why It's Important

Performance-oriented leaders who hold themselves and others accountable are the foundation for our success. As the City of Guelph continues to evolve and grow we need to manage for today and build the environment where people can grow for tomorrow.

Positive Behaviours	Negative Behaviours
Clarifying roles, empowering staff Fostering conditions for success Recognizing accomplishments Providing/receiving timely feedback Owning up to mistakes Being accessible and approachable Leading by example Modeling balance and self-care Being genuine, brave and bold	Not driving your outcomes Relying on "do it because I say" Providing fake information Being argumentative/nit picking Acting with favouritism Not taking time to develop staff or providing needed feedback Not dealing with poor performers