



Canada Revenue
Agency

Agence du revenu
du Canada



Character Leadership at the Canada Revenue Agency

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Canada A stylized representation of the Canadian flag, consisting of a red rectangle with a white maple leaf in the center, flanked by two thin vertical lines.

Background



- Over the past three years, the Canada Revenue Agency (CRA) has introduced the Character Leadership (CL) model thereby elevating character alongside competence to ensure leadership excellence in meeting present and future objectives.
- Key progress has been made on the integration of Character Leadership in EX HR programs with three successful EX-01 staffing pilots.
- The Agency has now moved to adopt a phased-in approach for the implementation of an enduring model of Character Leadership over the next three fiscal years (2019-2022).

Leadership fondé sur le caractère à l'Agence du revenu du Canada (l'ARC)

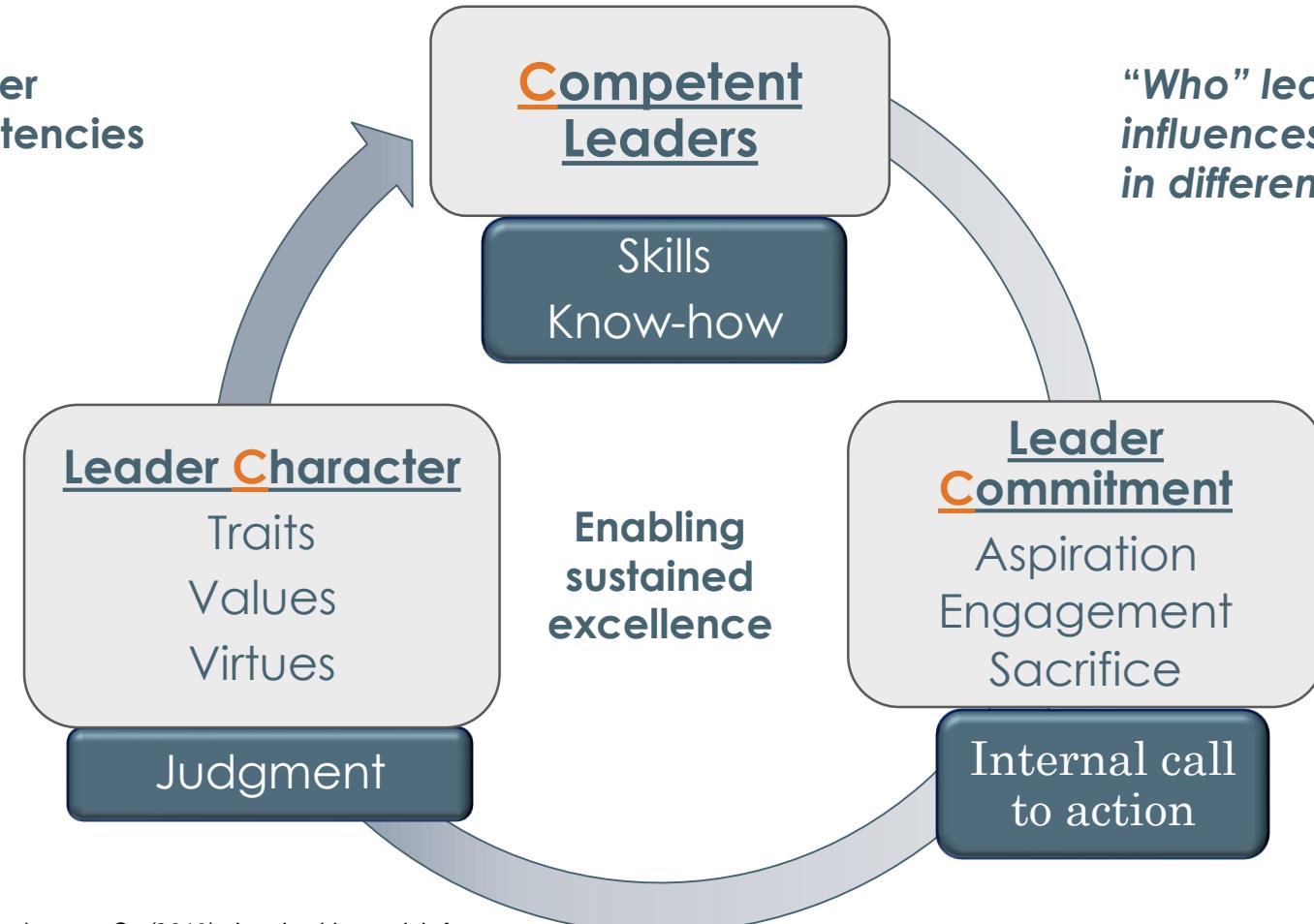
Pourquoi empruntons-nous cette voie?

- Comment pouvons-nous savoir que nous avons les « bons » leaders ? Ceux qui ont le potentiel de se développer ? Comment pouvons-nous embaucher de façon plus efficace ?
- Approche en matière de leadership :
 - qui est significative;
 - qui a le potentiel d'influencer la culture;
 - qui définit qui nous sommes et ce que nous voulons devenir en tant qu'organisation.
- Établissement d'un partenariat avec la Ivey School of Business – Maîtres à penser en matière de leadership fondé sur le caractère.



Three C's of Leadership

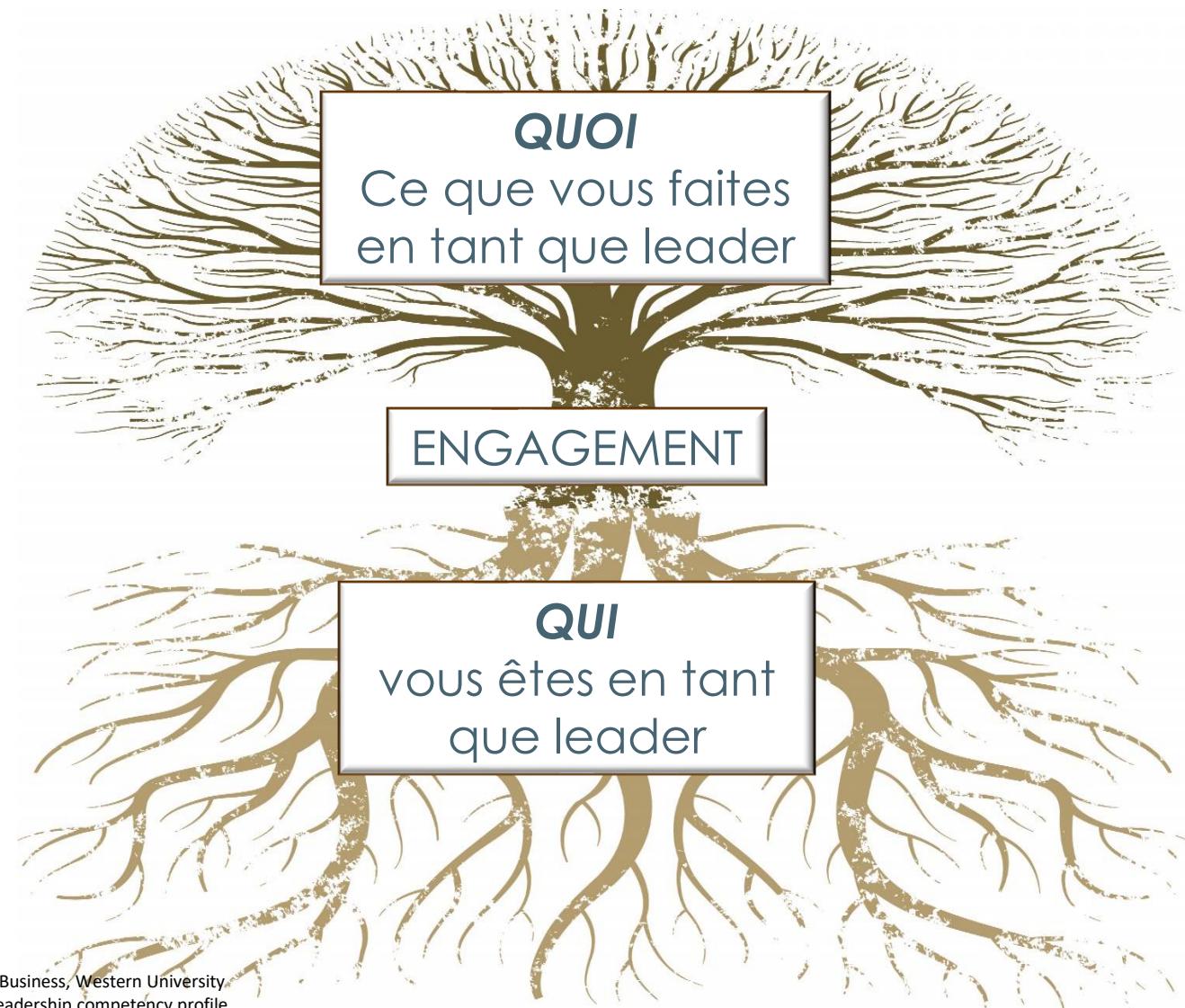
Elevating character alongside competencies



"Who" leaders are influences how they act in different situations

Based on Ganz, J., Crossan, M., Seijts, G. and Stephenson, C. (2010). *Leadership on trial: A manifesto for leadership development*. London, Ontario: Ivey Business School.

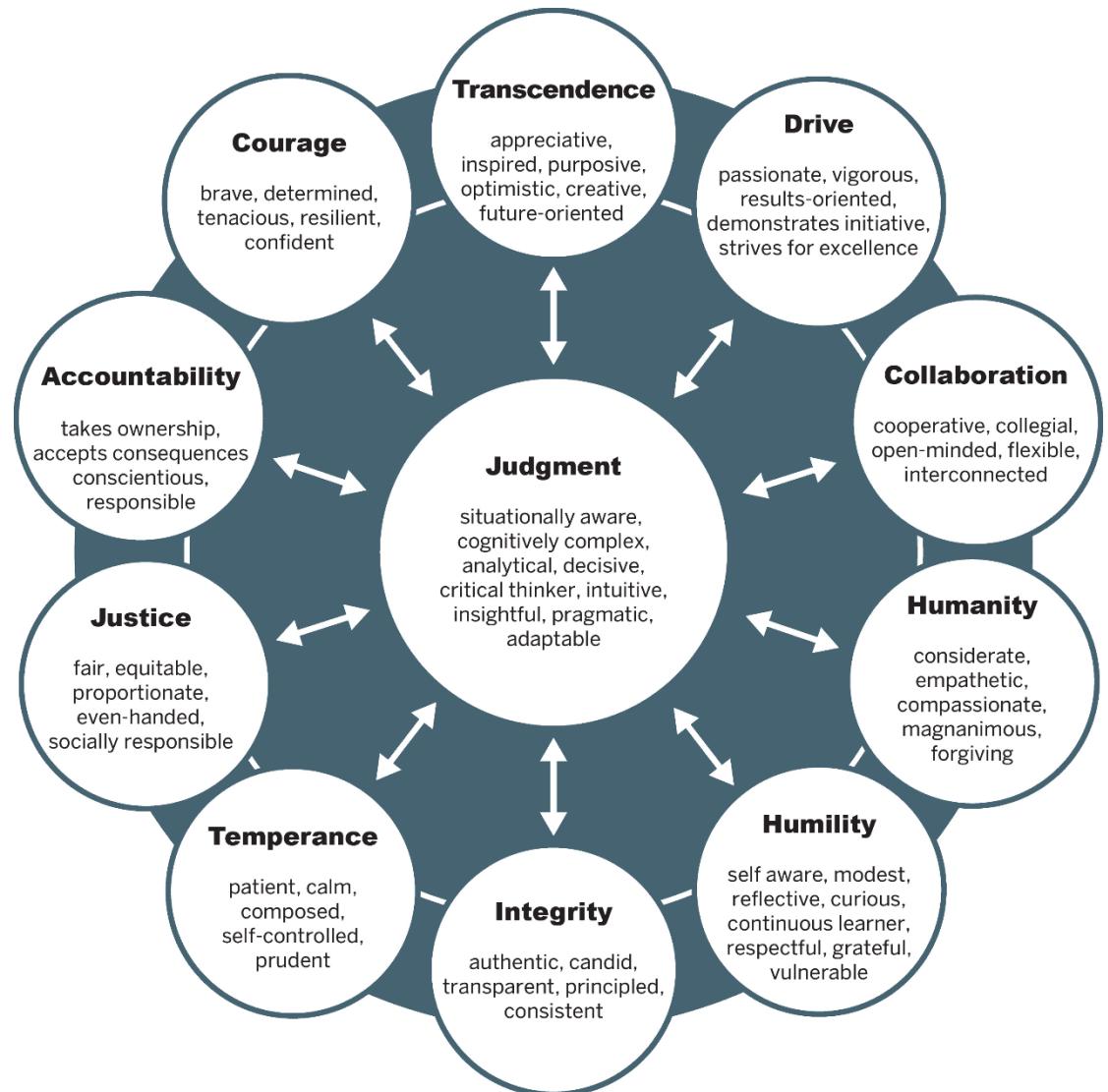
Leadership fondé sur le caractère vs compétences



Sources:

Dr. Mary Crossan, Professor of Strategic Leadership, Ivey School of Business, Western University
The Treasury Board Secretariat of Canada, The public service Key Leadership competency profile

Character Leadership Balance and Interconnection



HUMANITY		
Deficiency	Virtuous	Excess
Oblivious to others	Considerate	Overly focused on others
Unrelatable	Empathetic	Overwhelmed by feelings
Emotionally disconnected	Compassionate	Unable to regulate emotions
Aloof	Magnanimous	Over-bearing
Vindictive	Forgiving	Exploitable



Crossan, M.; Byrne, A.; Seijts, G. Reno, M.; Monzani, L., Gandz, J.: "Toward a Framework of Leader Character in Organizations" *Journal of Management Studies*, 2017

Mettre l'accent sur le perfectionnement du leadership fondé sur le caractère à tous les niveaux



- Engager dans le perfectionnement du leadership fondé sur le caractère au niveau SC
- Mener un projet pilote d'apprentissage expérientiel sur le LC
- Élaborer des outils d'auto-évaluations et de perfectionnement
- Introduire le LC dans le Programme de perfectionnement en leadership de l'Agence (PPLA)
- Créer des ressources et des produits pour tous les niveaux de gestion

The CL Interview

Interview focused on the assessment of character

- Moving from a structured interview to a conversation to get to know the candidate
- Questions evolve through conversation
- Character is revealed with prompting question
- Who individuals are (or are not) can be discovered
- Context matters

Knowledge, experience and competencies are assessed prior to the CL interview

Once successful in CL interview, candidate will be placed in PQP

COMPETENCY BASED INTERVIEW

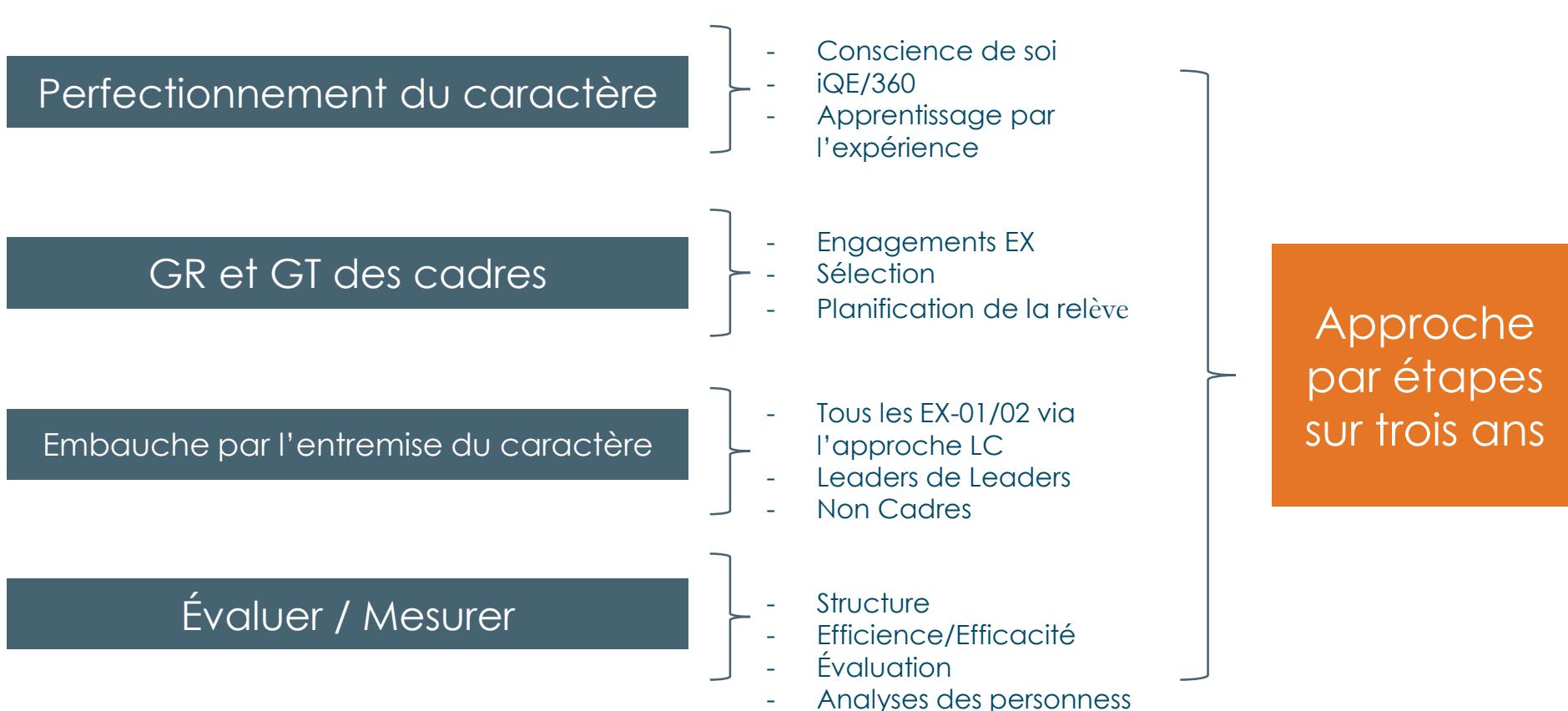


CHARACTER BASED INTERVIEW



Mise en œuvre stratégique

Notre objectif – Une culture imprégnée de leadership fondé sur le caractère



Questions

