



Public Service Commission  
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du Canada

# OVERVIEW OF 360 FEEDBACK GROUP RESULTS

## FIRST NATIONS AND INUIT HEALTH BRANCH (FNIHB)



ASSESSMENT AND COUNSELLING SERVICES  
PERSONNEL PSYCHOLOGY CENTRE  
NOVEMBER 2018

Canada



Public Service Commission  
of Canada

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du Canada

# APERÇU DES RÉSULTATS DE GROUPE RÉTROACTION 360

## DIRECTION GÉNÉRALE DE LA SANTÉ DES PREMIÈRES NATIONS ET DES INUITS (DGSPNI)



SERVICES D'ÉVALUATION ET DE COUNSELLING  
CENTRE DE PSYCHOLOGIE DU PERSONNEL  
NOVEMBRE 2018

Canada

# OBJECTIVE OF GROUP PRESENTATION

Provide a high level overview of the group's significant strengths and considerations for improvement

# OBJECTIF DE LA PRÉSENTATION DE GROUPE

Fournir un aperçu à haut niveau des forces significatives et des opportunités de développement pour l'ensemble des participants.

# PURPOSE OF 360°

- Enhance self-awareness
  - Strengths, Blinds spots
  - Better understanding of Leader impact within work environment.
  - Expand Insights: *Work Environment, Personality, Self, Perceptions, Organization, Team Dynamics*
- Guide developmental planning
  - Inform future learning objectives
- Encourage Open Communication

# OBJECTIFS DU 360°

- Accroître la connaissance de soi
  - Forces, angles morts
  - Meilleure compréhension de l'impact du leader sur son environnement de travail
  - Aperçu élargi: *Environnement de travail, Personnalité, autoévaluation, Perceptions, Organisation, Dynamiques d'équipes*
- Guider la planification du développement
  - Contribuer à identifier les objectifs d'apprentissages futurs
- Encourager une meilleure communication

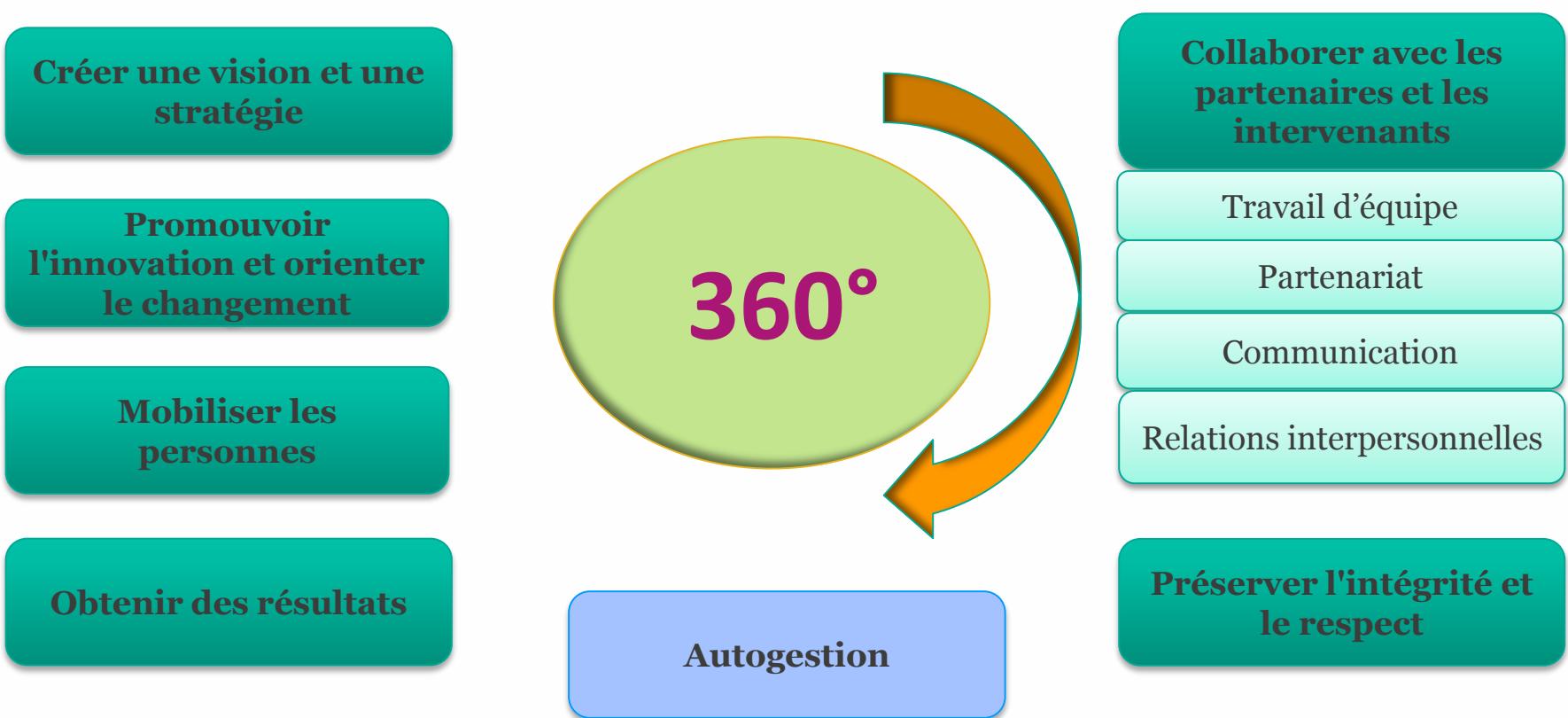
# 360° Competency Profile



Definitions:

<http://www.tbs-sct.gc.ca/psm-fpm/learning-apprentissage/pdps-ppfp/klc-ccl/klcp-pccl-eng.asp>

# Profil de compétences 360°



Définitions:

<http://www.tbs-sct.gc.ca/psm-fpfm/learning-apprentissage/pdps-ppfp/klc-ccl/klcp-pccl-fra.asp>

# 360° Framework / Structure

## THE SCALE : EFFECTIVE / INEFFECTIVE BEHAVIOURS

To what extent does the person you are rating display the behaviour described?

1 Not at all	2 To a small extent	3 To some extent	4 To an average extent	5 To a considerable extent	6 To a great extent	7 To a very great extent
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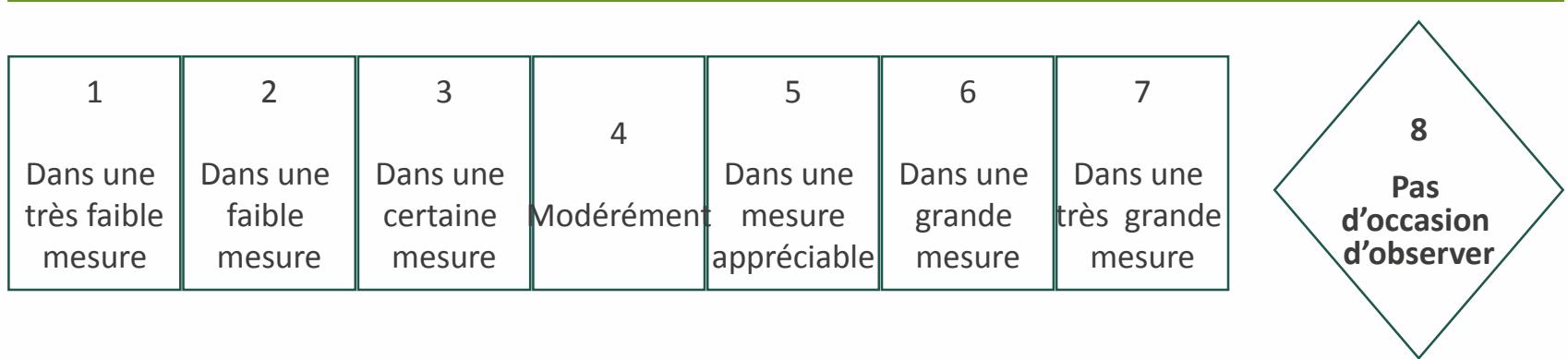


- + Assigns clear objectives & monitors progress
- Focuses on the here-and-now to the detriment of longer-term goals

# Rétroaction 360° : Cadre/structure

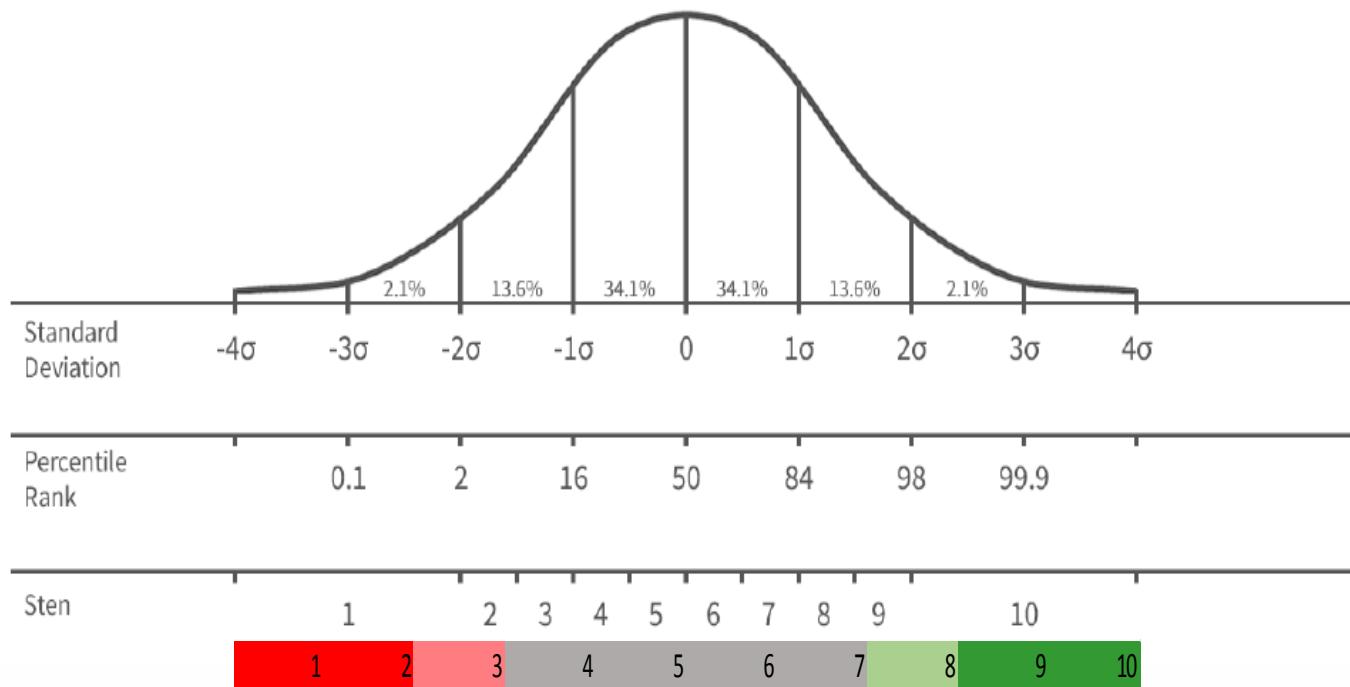
## ÉCHELLE : COMPORTEMENTS EFFICACES/INEFFICACES

Dans quelle mesure le/la participant(e) démontre-t-il(elle) ce comportement?

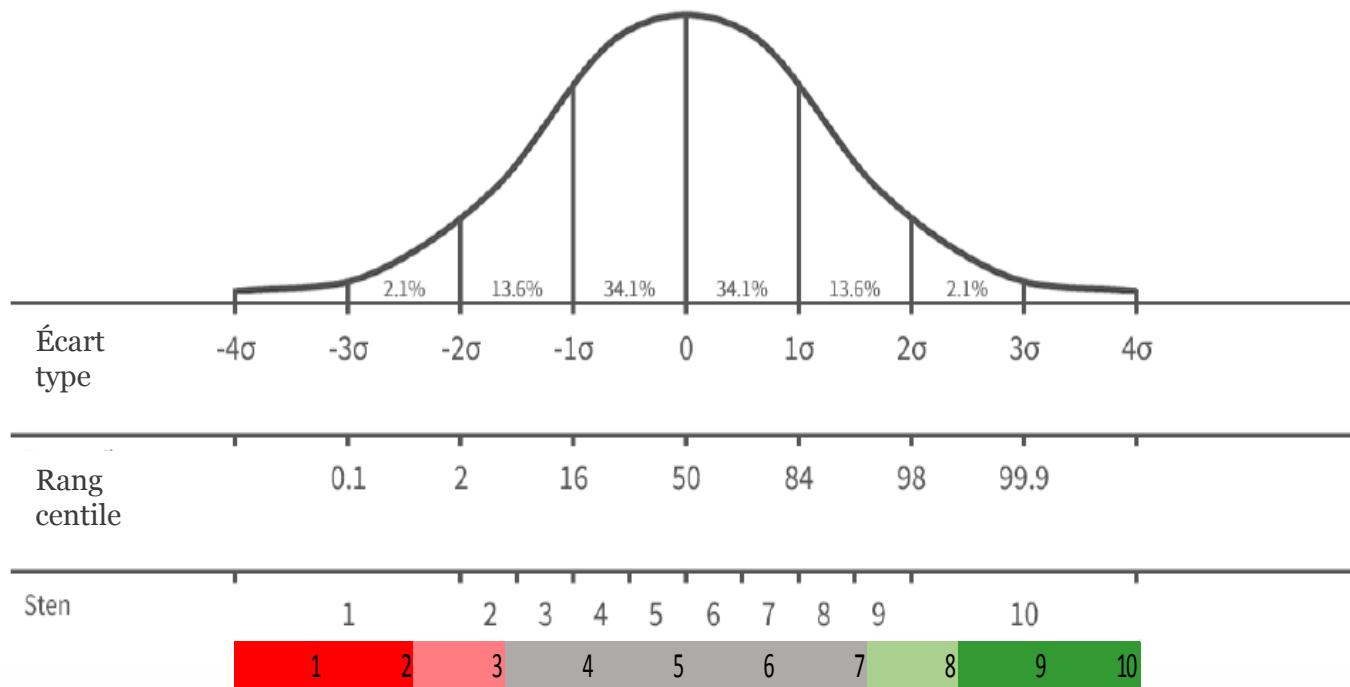


- + *Établir des objectifs clairs et surveiller les progrès*
- *Se concentrer sur les objectifs immédiats, au détriment des objectifs à plus long terme*

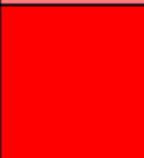
# STENS



# STENS



# FORCES ET ZONES DE PERFECTIONNEMENT POTENTIELLES

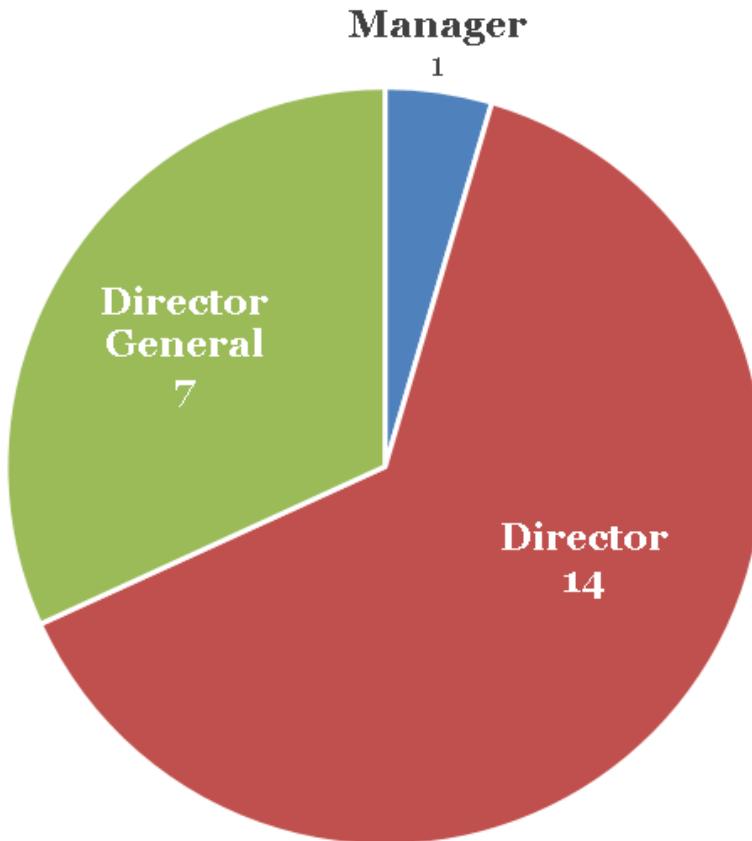
Forces clés	
Forces potentielles	
Modérées	
Éléments potentiels à considérer pour le développement	
Éléments clés à considérer pour le développement	

# FORCES ET ZONES DE PERFECTIONNEMENT POTENTIELLES

Sten 1-2	Sten 3	Sten 4-7	Sten 8	Sten 9-10
<b>Comportements efficaces</b>				
Éléments clés à considérer pour le développement	Éléments potentiels à considérer pour le développement	Modérés	Forces potentielles	Forces clés
<b>Comportements inefficaces</b>				
Forces clés	Forces potentielles	Modérément	Éléments potentiels à considérer pour le développement	Éléments clés à considérer pour le développement

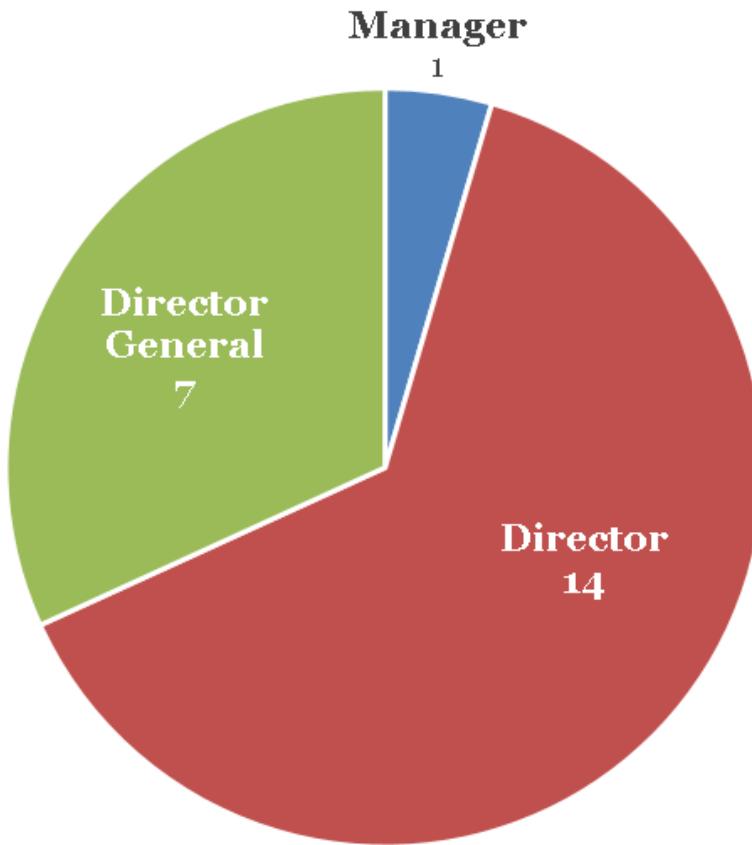
# PARTICIPANT GROUP

(TOTAL N = 22)



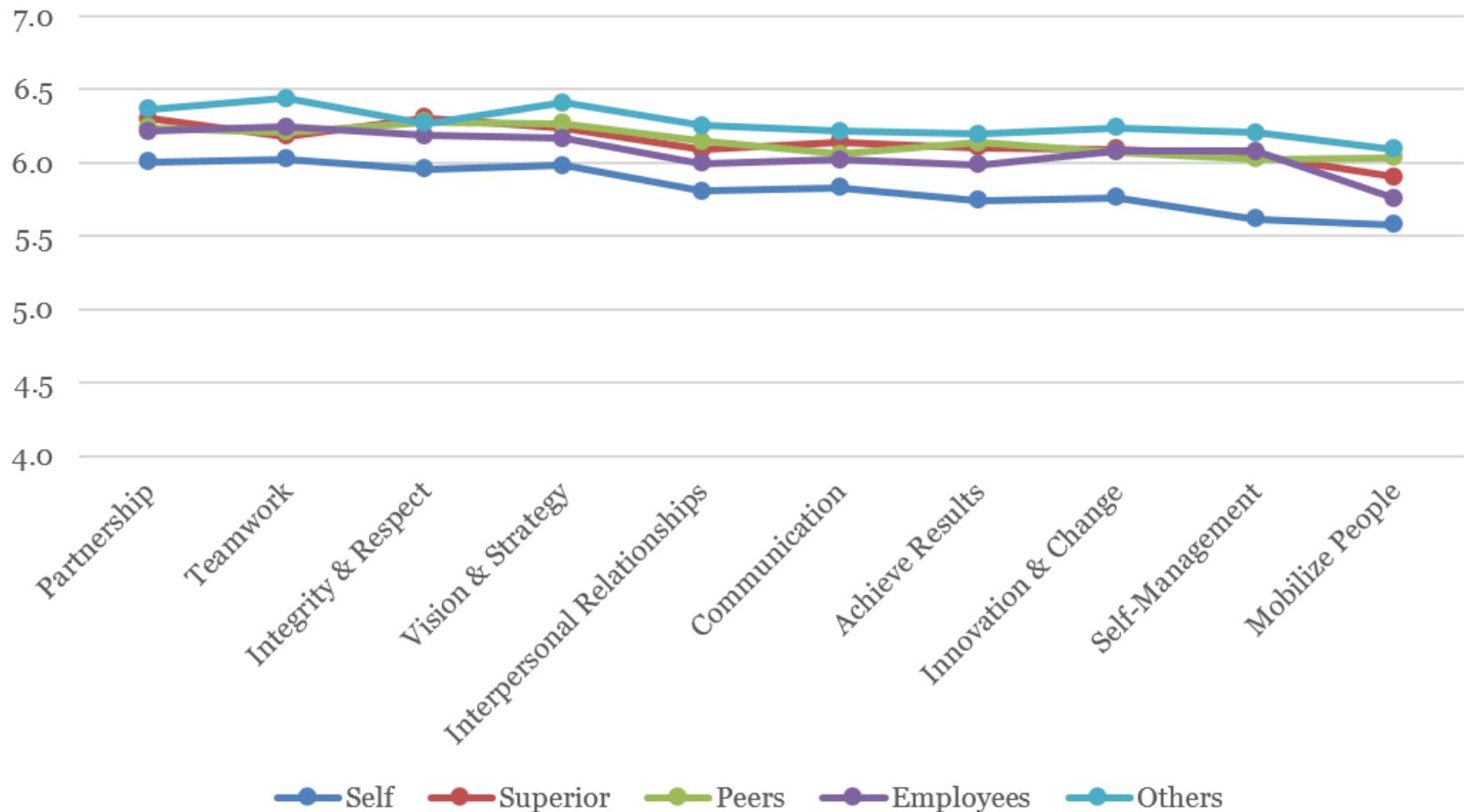
# GROUPE DE PARTICIPANTS

(TOTAL N = 22)



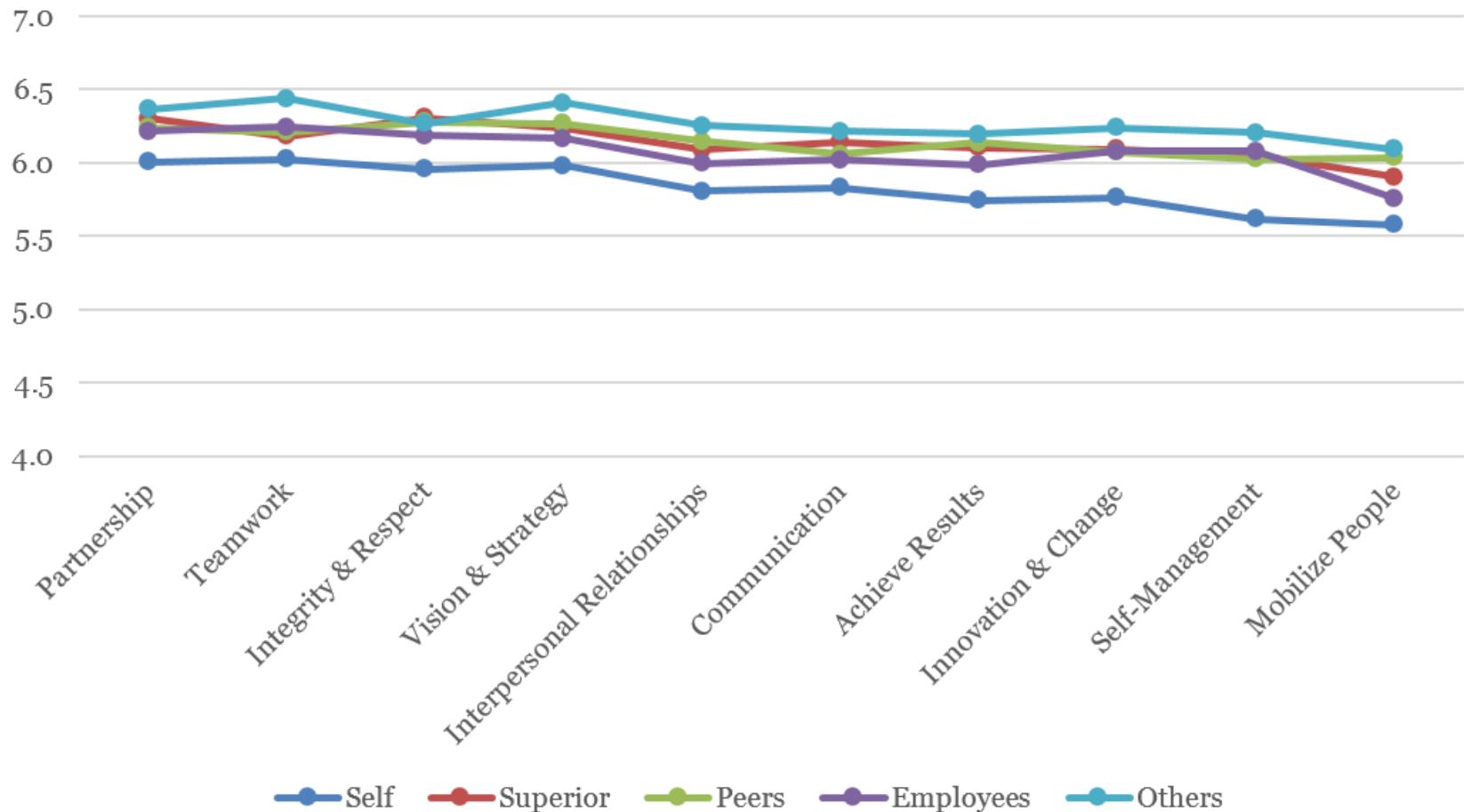
# COMPETENCIES (MEAN)

## ALL PARTICIPANTS



# COMPÉTENCES (MOYENNE)

## TOUS LES PARTICIPANTS



# COMPETENCIES (MEAN)

Competencies	Self	Superior	Peers	Employees	Others*	Average of all Others	Average of all Raters
Partnership	<b>6.01</b>	<b>6.30</b>	6.24	6.22	6.36	6.28	6.22
Teamwork	<b>6.02</b>	6.18	6.21	<b>6.24</b>	<b>6.44</b>	6.27	6.21
Integrity & Respect	5.96	<b>6.31</b>	<b>6.28</b>	6.19	6.27	6.26	6.21
Vision & Strategy	5.98	6.24	<b>6.27</b>	6.16	<b>6.41</b>	6.27	6.20
Interpersonal Relationships	5.81	6.09	6.15	6.00	6.25	6.12	6.05
Communication	5.83	6.14	6.06	6.02	6.21	6.11	6.05
Achieve Results	5.74	6.10	6.14	5.99	6.19	6.10	6.02
Innovation & Change	5.76	6.09	6.07	6.08	6.24	6.12	6.01
Self-Management	<b>5.62</b>	6.06	<b>6.03</b>	6.08	6.20	6.09	5.99
Mobilize People	<b>5.58</b>	<b>5.90</b>	<b>6.03</b>	<b>5.76</b>	<b>6.09</b>	5.95	5.86
Overall Average	5.83	6.14	6.15	6.07	6.27	6.16	6.08

\*72% of the participants had raters in the 'Others' category.

# COMPÉTENCES (MOYENNES)

Competencies	Self	Superior	Peers	Employees	Others*	Average of all Others	Average of all Raters
Partnership	<b>6.01</b>	<b>6.30</b>	6.24	6.22	6.36	6.28	6.22
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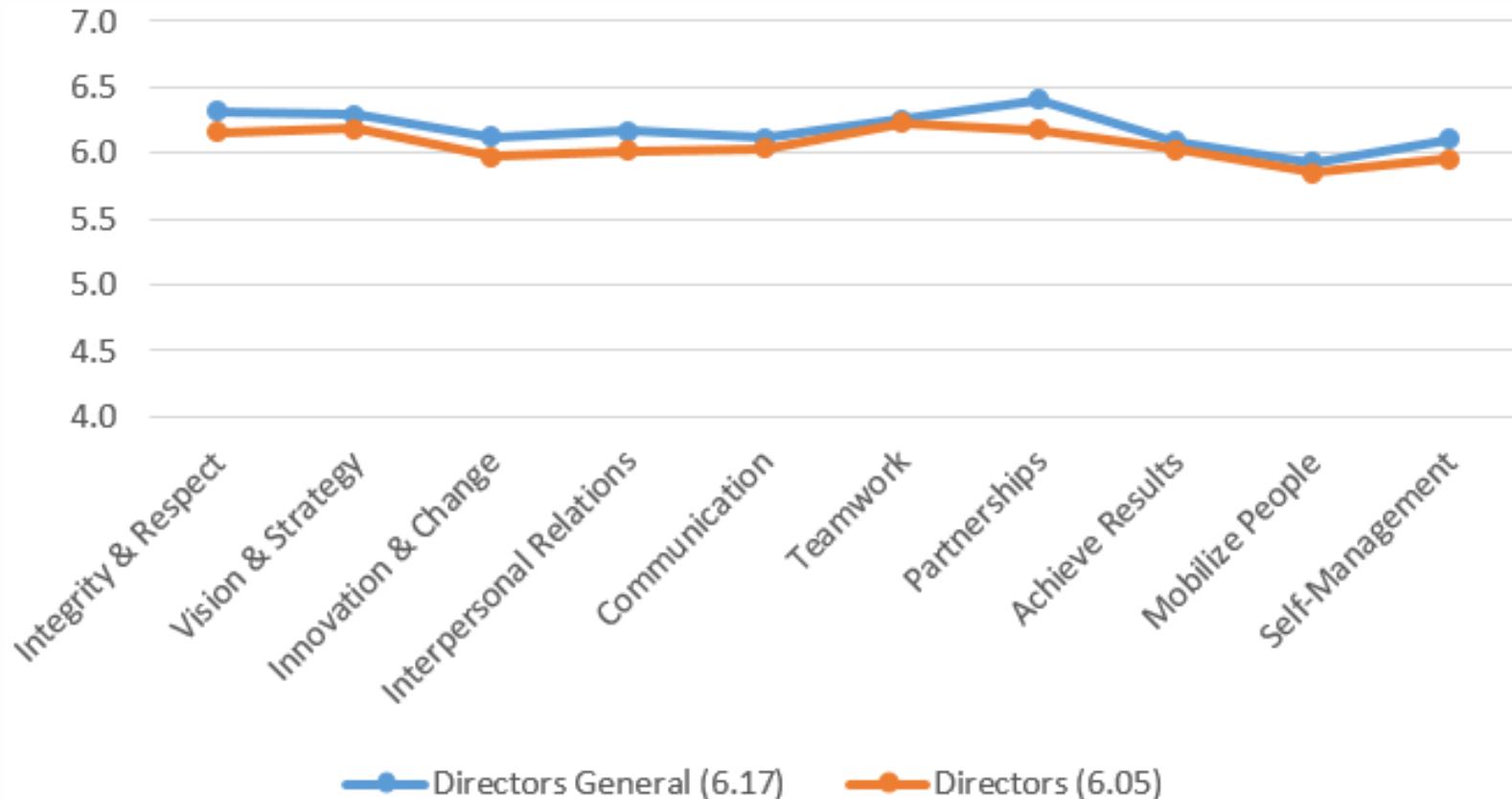
# OVERALL TRENDS

- **Good perception of leadership from raters: 6.16**
  - Competencies are consistently strong, across the groups of raters
  - Areas for improvement are fairly minor
  - Typical leader is client-focused, collegial, competent, ethical
  - Self-Management and Mobilizing People tend to be lower
  - Some behaviours could be displayed more proactively
  - Ineffective behaviours are generally low
- **Self-assessment (5.83) is somewhat lower:**
  - Self-efficacy remains overall pretty good
  - Participants identify the same areas of strengths / weaknesses
  - They perceive more gaps in their leadership profile
  - Needs are also felt more acutely, especially by the Directors

# TENDANCES GÉNÉRALES

- **Solide perception du leadership: 6.16**
  - Les compétences sont bien démontrées, tous groupes confondus
  - Les domaines à améliorer sont relativement mineurs
  - Le leader type est orienté vers le client, collégial, compétent et éthique
  - Autogestion et Mobilisation des Personnes tendent à être plus basses
  - Certains comportements pourraient être mieux démontrés
  - Les comportements inefficaces sont globalement négligeables
- **L'auto-évaluation (5.83) is sensiblement plus basse:**
  - L'auto-efficacité demeure néanmoins bonne dans l'ensemble
  - Les participants ont identifié les mêmes forces et faiblesses
  - En revanche , ils perçoivent plus d'écart dans leur profil
  - Ils ressentent leurs besoins de manière plus aiguë, surtout les Directeurs

# OVERALL TRENDS



# DGS / DIRECTORS

Competencies	DGs	Directors
Integrity & Respect	6.31	6.15
Vision & Strategy	6.28	6.18
Innovation & Change	6.12	5.97
Interpersonal Relations	6.16	6.02
Communication	6.11	6.03
Teamwork	6.25	6.22
Partnerships	6.4	6.17
Achieve Results	6.08	6.02
Mobilize People	5.92	5.85
Self-Management	6.1	5.95
<b>Average</b>	<b>6.17</b>	<b>6.05</b>

# PARTICIPANTS' MAIN STRENGTHS

- **Partnership (6.28)**
  - Partnership is the strongest competency for Superior (6.30)
  - Raters say participants work very well with outside partners & clients
  - Open to seek assistance from external sources when appropriate
  - **Balancing conflicting demands from different areas within the org**
- **Teamwork (6.27)**
  - Typical participant is collegial and values teamwork (6.02)
  - Believes in collaboration between units, shares credit and recognition with the team, shares power as necessary to achieve results (DG)
  - **Although they see the links between units, Directors would like collaborate more proactively with their peers**
  - **Information could be shared more effectively with the team members**

# PRINCIPALES FORCES

- **Partnership (6.28)**
  - Compétence la plus élevée pour le Supérieur (6.30)
  - Le participant type établit des rapports productifs avec les partenaires / clients de l'extérieur
  - Ouvert à recourir à des ressources externes lorsque nécessaire
  - Équilibre les demandes concurrentes de divers secteurs de l'organisation
- **Teamwork (6.27)**
  - Le participant type est collégial et valorise le travail d'équipe (6.02)
  - Adhère à la collaboration entre unités, souligne et partage le mérite, partage le pouvoir (DG)
  - Bien qu'ils voient les interdépendances entre unités, les Directeurs aimeraient plus collaborer avec leurs pairs
  - L'information pourrait être mieux partagée avec l'équipe

### Collaborate with Partners and Stakeholders: Partnership

	Self	Superior	Peers	Employees	Other
Develops relationships with key players in other areas of the organization					
Balances conflicting demands from different areas of the organization					
Creates and maintains productive relationships with outside partners.					
Renegotiates or changes relationships with stakeholders or clients when required					
Considers own organization's needs at the expense of outside partners (I)					
Refuses to seek assistance from external sources when required (I)					

### Collaborate with Partners and Stakeholders: Teamwork

	Self	Superior	Peers	Employees	Other
Recognizes interdependencies between different parts of the organization (DIR) / Shares power as necessary to achieve results (DG)					
Collaborates across levels and boundaries					
Encourages collaboration					
Effectively shares information with own team members					
Does not share credit with team (I)					
Stresses working alone and curtails cooperation (I)					

# PARTICIPANTS' MAIN STRENGTHS (CN'D)

- **Vision and Strategy (6.27)**

- Good understanding of trends / challenges impacting the organization
  - Integrates information for many domains / sources
  - Sup and Peers acknowledge typical participants' expertise & insight
  - Contributes to the development org objectives and strategies
  - Not impulsive: seeks guidance from superior, appropriately
- 
- Directors would like to better leverage interdependencies in cross-functional projects
  - Directors would like to broaden their scope and give more importance to the larger organizational context
  - Short-term issues obstruct critical long-term planning, esp. for Directors

# PRINCIPALES FORCES DES PARTICIPANTS

## • Vision and Strategy (6.27)

- Bonne compréhension des tendances / enjeux qui ont un impact sur l'organisation
  - Intègre l'information provenant de domaines et sources variés
  - Sup & Pairs reconnaissent l'expertise / perspectives des participants
  - Contribue à l'élaboration des stratégies et objectifs organisationnels
  - Prudence: sollicite l'orientation du supérieur, adéquatement
- 
- Les Directeurs aimeraient mieux tirer profit les interdépendances dans les projets interfonctionnels
  - Les Directeurs aimeraient mieux arrimer les objectifs et stratégies sur le contexte organisation élargi
  - Les défis à court terme interfèrent avec la planification à long terme, surtout pour les Directeurs

# PARTICIPANTS' MAIN STRENGTHS

## Create Vision and Strategy

	Self	Superior	Peers	Employees	Other
Understands the impact of wider trends on the work of the organization					
Synthesizes information from a variety of sources					
Contributes expertise and insight to the development of organizational solutions or strategies					
Identifies interdependencies in projects					
Establishes strategic and operational objectives that consider the larger organizational context					
Seeks clarification and direction from superior, as required					
Displays a lack of awareness of organizational changes, issues, or plans (I)					
Allows short-term issues to obstruct critical long-term planning (I)					
Takes action without considering the broader issues (I)					

# PARTICIPANTS' MAIN STRENGTHS (CN'D)

- **Integrity and Respect (6. 26)**

- Universally seen as honest and ethical
- Transparent, respectful and trustworthy
- Strong personal commitment to PS values and ethics
- **Some challenges around bilingualism and diversity (4.85)**
- **“Dealing with potential conflicts of interests” could be stronger (5.4)**

	Self	Superior	Peers	Employees	Other
Supports opportunities for and encourages bilingualism and diversity	Red	Grey	Red	Red	Grey
Acts in an ethical, honest and principled way	Green	Green	Green	Green	Light Green
Detects and deals with potential conflicts of interest	Grey	Grey	Grey	Grey	Grey
Integrates public service Values and Ethics into practices	Grey	Light Green	Light Green	Light Green	Grey
Fosters trust and respects other's principles	Grey	Grey	Grey	Grey	Grey
Makes no allowance for the different ways individuals works (I)	Light Green	Grey	Light Green	Light Green	Grey
Attempts to cover up mistakes (I)	Light Green	Light Green	Dark Green	Light Green	Grey

# PRINCIPALES FORCES DES PARTICIPANTS (SUITE)

- **Intégrité Respect (6. 26)**

- Unaniment perçu comme étant honnête et éthique
- Transparent, respectueux, digne de confiance
- Forte adhésion personnelle aux principes et valeurs de la FP
- **Quelques défis entourant le bilinguisme et la diversité (4.85)**
- **“Gère les conflits d'intérêt possibles” pourrait être plus élevé (5.4)**

	Self	Superior	Peers	Employees	Other
Supports opportunities for and encourages bilingualism and diversity	Red	Grey	Red	Red	Grey
Acts in an ethical, honest and principled way	Green	Green	Green	Green	Light Green
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Makes no allowance for the different ways individuals works (I)	Light Green	Grey	Light Green	Light Green	Grey
Attempts to cover up mistakes (I)	Light Green	Light Green	Dark Green	Light Green	Grey

# CONSIDERATIONS FOR IMPROVEMENT

## Mobilize People

	Self	Superior	Peers	Employees	Other
Supports continuous learning for employees	Grey	Grey	Grey	Red	Grey
Manages the strengths and weaknesses of the team or organization	Grey	Red	Grey	Grey	Grey
Monitors and addresses workplace well-being	Grey	Red	Red	Red	Red
Coaches, challenges, and provides opportunities for growth	Grey	Red	Grey	Grey	Grey
Accurately evaluates the human resources needed to do the job	Red	Red	Red	Red	Red
Gives credit and recognition to others	Green	Green	Green	Green	Green
Deals with ineffective performance	Red	Red	Red	Red	Red
Fails to provide staff with the tools they need to work effectively (I)	Grey	Grey	Grey	Grey	Grey
Accepts work without regard for the workload and well-being of staff (I)	Red	Grey	Grey	Red	Grey

# CONSIDERATIONS FOR IMPROVEMENT

- **Mobilize People (5.95)**
  - Lowest competency for all the groups of raters, in particular EEs (5.76)
  - Lowest competency for Self (5.58)
  - EEs expect more attention to workplace well-being
  - Staffing levels are deemed insufficient to meet with workload
  - EEs need support to continuous learning
  - Participants do not sufficiently address ineffective performance
  - **Collegial disposition: gives recognition and credit to others (6.17)**

# POINTS À AMÉLIORER (SUITE)

- **Mobiliser les Personnes (5.95)**

- Plus basse compétence pour tous les évaluateurs, en particulier les EEs (5.76)
- Plus basse compétence pour Soi (5.58)
- EEs demandent qu'on s'attaque au bien-être en milieu de travail
- Les niveaux d'effectifs semblent insuffisants pour assumer la charge de travail
- EEs demandent plus de soutien en matière d'apprentissage continu
- Les participants ne s'attaquent pas suffisamment aux problèmes de rendement
- Collégialité: offrent de la reconnaissance et soulignent le mérite (6.17)

# MOBILIZE PEOPLE / MOBILISER LES PERSONNES

*Leaders inspire and motivate the people they lead. They manage performance, provide constructive and respectful feedback to encourage and enable performance excellence. They lead by example, setting goals for themselves that are more demanding than those that they set for others.*

*Les dirigeants inspirent et motivent les personnes qu'ils dirigent. Ils gèrent le rendement, offrent de la rétroaction constructive et respectueuse pour encourager et rendre possible l'excellence en matière de rendement. Ils donnent l'exemple en se fixant des objectifs pour eux-mêmes qui sont plus exigeants que ceux qu'ils fixent pour les autres.*

# CONSIDERATIONS FOR IMPROVEMENT

- **Self-Management (5.62 vs 6.09)**
  - Raters: perception of resilience, optimism, perseverance, tenacity, stability and even-temperedness
  - However, 9<sup>th</sup> competency for the participants (5.62)
  - Results indicate an internalization of stress
  - Coping skills to deal with stress must be improved (4.68)
  - Although participants remain optimistic and solution-oriented, there is an impact on their overall well-being (4.90) and even mood (5.5)

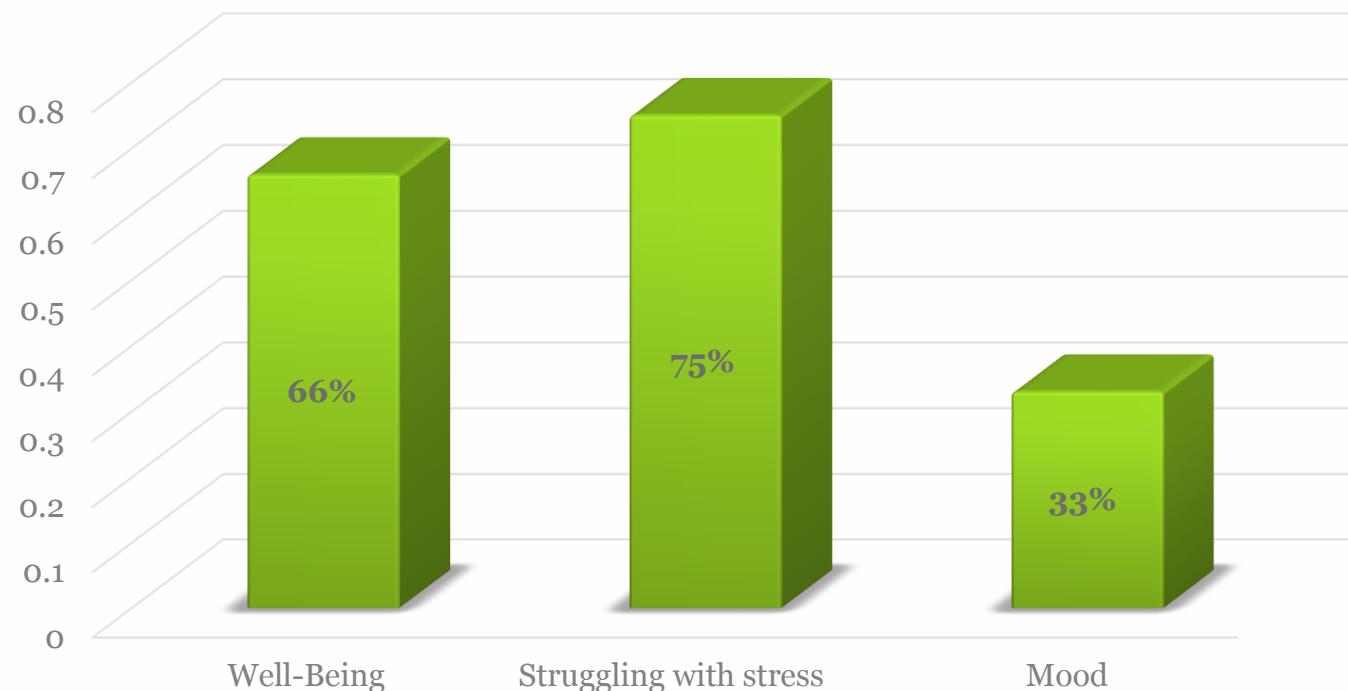
# POINTS À AMÉLIORER

- **Autogestion (5.62 vs 6.09)**

- Évaluateurs: perception de résilience, d'optimisme, de ténacité, de stabilité et d'humeur égale
- Dans l'autoévaluation, cette compétence est la 9e sur 10 (5.62)
- Les résultats suggèrent une intériorisation du stress
- Les habiletés de gestion du stress doivent être renforcées (4.68)
- Bien qu'ils soient optimistes et axés sur la recherche de solutions, on note un impact sur le bien-être (4.90) voire l'humeur (5.5)

# INTERNALIZING STRESS

% of participants who report high impact  
of stress ( ≤ 5)



# INTERNALIZING STRESS

## Self- Management

	Self	Superior	Peers	Employees	Other
Maintains well-being and effective performance during periods of high workload	Red	Red	Red	Grey	Red
Maintains a positive and solution-oriented outlook despite mounting pressures	Green	Grey	Grey	Green	Grey
Effectively deals with own stress	Red	Grey	Red	Grey	Red
Learns from setbacks and handles criticism constructively	Grey	Grey	Grey	Grey	Grey
Is even tempered	Grey	Grey	Green	Green	Grey
Tenaciously pursues goals	Grey	Green	Green	Green	Green
Is unpredictable or unreliable (I)	Green	Grey	Grey	Grey	Grey

# **CONSIDERATIONS FOR IMPROVEMENT-CD**

- **Promoting Innovation and Guiding Change**
  - Lower than Vision and Strategy, somewhat lackluster
  - Relative lack of innovation and creativity
  - Adopting a growth mindset: need for more experimentation, daring to take risks, resilience through lessons learned
  - More support to EEs through periods of change

# POINTS À AMÉLIORER (SUITE)

- **Promouvoir l'innovation et orienter le changement**
  - Déficit sensible par rapport à Vision et Stratégie
  - Manque notable d'innovation et de créativité
  - Adopter une culture du possible: besoin de plus d'expérimentation, de tirer des leçons des erreurs, oser prendre des risques
  - Mieux soutenir les employés en période de changement

# ANALYSIS VS IDEAS: IMBALANCE

## Create Vision and Strategy

	Self	Superior	Peers	Employees	Other
Understands the impact of wider trends on the work of the organization					
Synthesizes information from a variety of sources					
Contributes expertise and insight to the development of organizational solutions or strategies					
Identifies interdependencies in projects					
Establishes strategic and operational objectives that consider the larger organizational context					
Seeks clarification and direction from superior, as required					
Displays a lack of awareness of organizational changes, issues, or plans (I)					
Allows short-term issues to obstruct critical long-term planning (I)					
Takes action without considering the broader issues (I)					

## Promote Innovation and Guide Change

	Self	Superior	Peers	Employees	Other
Ensures sound risk management practices					
Encourages experimentation to maximize the potential for innovation					
Encourages learning from setbacks and mistakes					
Engages and supports employees in adapting to the scope and pace of change					
Identifies barriers to innovation and supports creativity					
Develops strategies and initiatives to enhance operational efficiency					
Encourages creative contributions from staff					
Leaves staff to work through changes on their own, or gives inadequate time to acknowledge concerns (I)					
Implements change in an unstructured way causing confusion about priorities and timelines (I)					
Resists change even when current methods are inadequate (I)					

# CONSIDERATIONS FOR IMPROVEMENT-CD

- **Interpersonal Relationships**
  - Participants report need to hone persuasiveness and diplomacy
  - 2/3 of Directors show relative lack of persuasiveness to gain support to initiatives (EEs)
  - Need to be more conciliatory / consensual when dealing with others' divergent interests and opinions, esp. DGs
- **Achieve Results**
  - Leaders, esp. Directors, report difficulties embracing new methods and reorganizing the work as necessary
  - Some difficulty establishing clear expectations
  - This is consistent with lower scores under **Communication**: conveying key strategic messages effectively and expressing one's own intentions and expectations clearly

# POINTS À AMÉLIORER (SUITE)

- **Relations Interpersonnelles**

- Les participants aimeraient améliorer leur pouvoir de persuasion et leur diplomatie
- 2/3 des Directeurs afficheraient un manque relatif de persuasion pour rallier les employés à leurs initiatives
- Besoin de faire preuve de plus de conciliation et consensualité lorsque confronté aux opinions et intérêts divergents (DGs)

- **Obtenir des Résultats**

- Les leaders, esp. Directeurs, relèvent des difficultés à adopter de nouvelles méthodes de travail et à réorganiser le travail au besoin
- Difficultés à établir des attentes claires
- Ceci est en lien avec des difficultés relevées en **Communication** : exprimer clairement les messages stratégiques et exprimer clairement ses intentions et attentes

## THEMES - STRENGTHS

Tenacious  
Networking Reliable  
Knowledgeable Trustworthy  
Dedicated Optimistic  
Client-focused  
Expert Collegial  
Honest Resilient

## THÈMES - FORCES

**Client Compétent**  
**Réseautage Collégial**  
**Expert Optimiste Tenace**  
**Dévoué Honnête Résilient**  
**Fiable**

## THEMES – OPPORTUNITIES FOR DEVELOPMENT

Innovation  
Conflict Ambiguity  
Mobilize Well-Being  
Expectations Bilingualism  
Interdependencies  
Change Performance  
Stress Persuasion  
Mood Consensus

## THÈMES – POSSIBILITÉS DE DÉVELOPPEMENT

Stress      Ambiguïté  
Humeur      Bilinguisme  
Persuasion      Interdépendances  
Attentes      Changement  
Conflit      Performance  
Innovation  
Bien-être  
Mobiliser

# KEY THEMES: EXPLORATION

- **Psychological Well-Being**
  - Cost of internalizing stress
  - Improving stress-management skills
  - Mood and commitment to one's well-being
- **Mobilize People**
  - Staff well-being
  - Proactive performance management
  - Staffing levels (numbers and talent) vs workload
  - Empowering staff through continuous learning, experimentation and creativity, learning from setbacks / mistakes
  - Engaging and supporting staff through change: vision, dialogue, persuasion

# EXPLORATION DES THÈMES

- **Bien-être psychologique**
  - Impact du stress et de son intérieurisation
  - Améliorer la gestion du stress
  - Humeur et engagement envers son propre bien-être
- **Mobiliser les personnes**
  - Bien-être des employés
  - Gestion proactive du rendement
  - Niveaux d'effectifs (nombre et talent) vs charge de travail
  - Autonomiser les employés via l'apprentissage continu, l'expérimentation et la créativité, les leçons apprises
  - Engager et soutenir les employés dans les périodes de changement: vision, dialogue, persuasion

# KEY THEMES: EXPLORATION

- **Renew the org culture to:**
  - More proactively deal with conflicts and poor performance
  - Promote diplomacy, dialogue and negotiation to generate staff commitment to change
  - Harmony amongst people with diverse views
  - Strengthen synergies and collaboration between units

# EXPLORATION DES THÈMES

- **Renouveler la culture organisationnelle pour:**
  - Gérer proactivement les conflits et les problèmes de rendement
  - Promouvoir plus de diplomatie, de dialogue et de négociation
  - Recherche de consensus et d'harmonie malgré des opinions divergentes
  - Renforcer la collaboration et les synergies entre unités

# MERCI / THANK YOU

## Questions / Commentaires?

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