



National
Managers'
Community

Communauté
nationale des
gestionnaires

Managers Connect Day -

*Charting the Course: Leadership for
Career Pathways and Teams in Transition*

Ottawa (National Capital Region)
February 12, 2026



Connect, Engage and Collaborate

Wi-Fi info

Three (3) options:

- 1. Network Name: YY_BOH //**
Password: Marriott2025
- 2. Network Name: yowmc //**
Password: YOWMC2025
- 3. Network Name: MarriottBonvoy_Conference //**
Password: Conf_2025!



Agenda

9h00-9h05	Welcome <i>Julie Wills, NCR Regional Lead, NMC</i>
9h05-9h15	NMC – Introduction & Updates <i>Camille Beausoleil, Executive Director, NMC</i>
9h15-9h30	Connecting Activity <i>Julie Wills, NMC</i>
9h30-10h30	Navigating Your Career While Fostering Employees' Career Agility in Uncertain Times <i>Rachel Haché and Stéphanie Crites</i>
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16h00-16h15	Wrap Up / Closing Remarks <i>Camille Beausoleil, CNG</i>

Ordre du jour

Mots de bienvenue <i>Julie Wills, Dirigeante régionale, RCN, CNG</i>
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Land Acknowledgment

We pay respect to the Algonquin people, who are the traditional guardians of this land.

We acknowledge their longstanding relationship with this territory, which remains unceded.



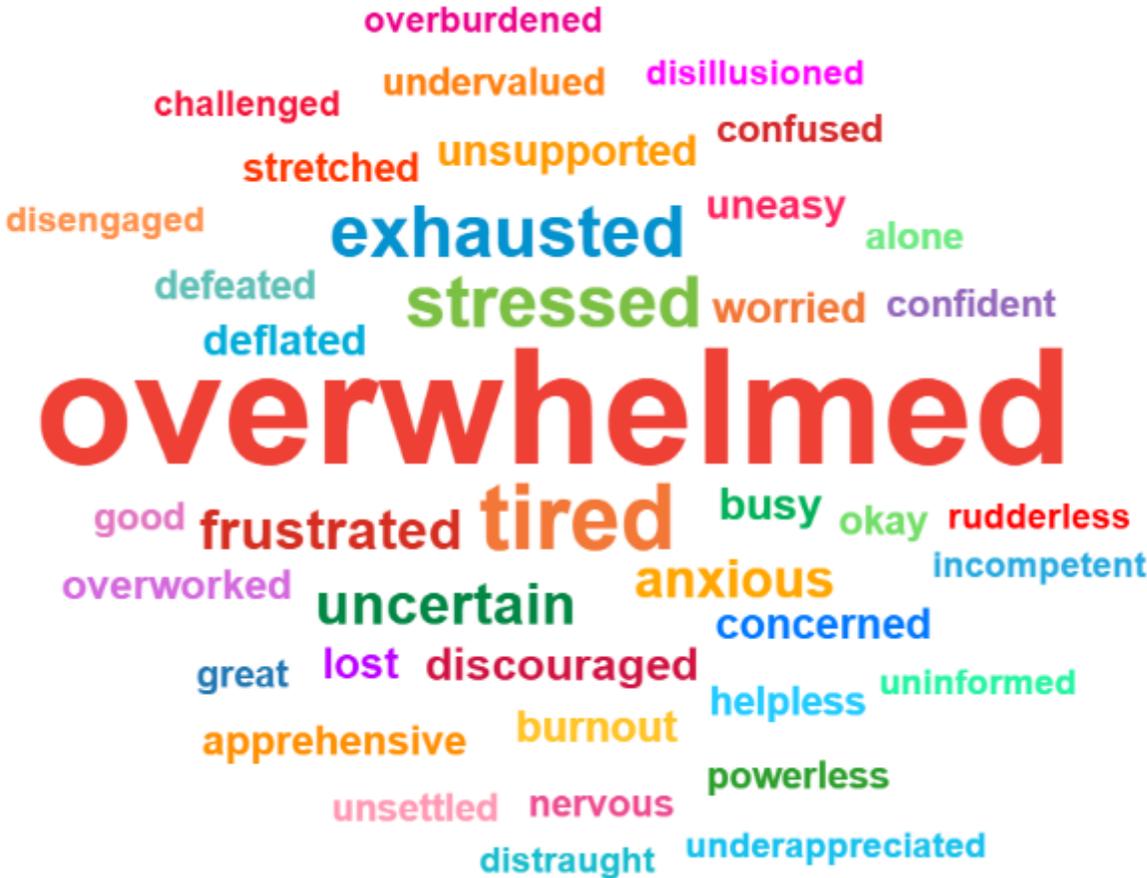
We pay respect to all Indigenous people in this region, from all nations across Canada, who call Ottawa home.

We acknowledge the traditional knowledge keepers, both young and old.

And we honour their courageous leaders: past, present and future.



November pulse check-in: In one word, how are you feeling as a manager?





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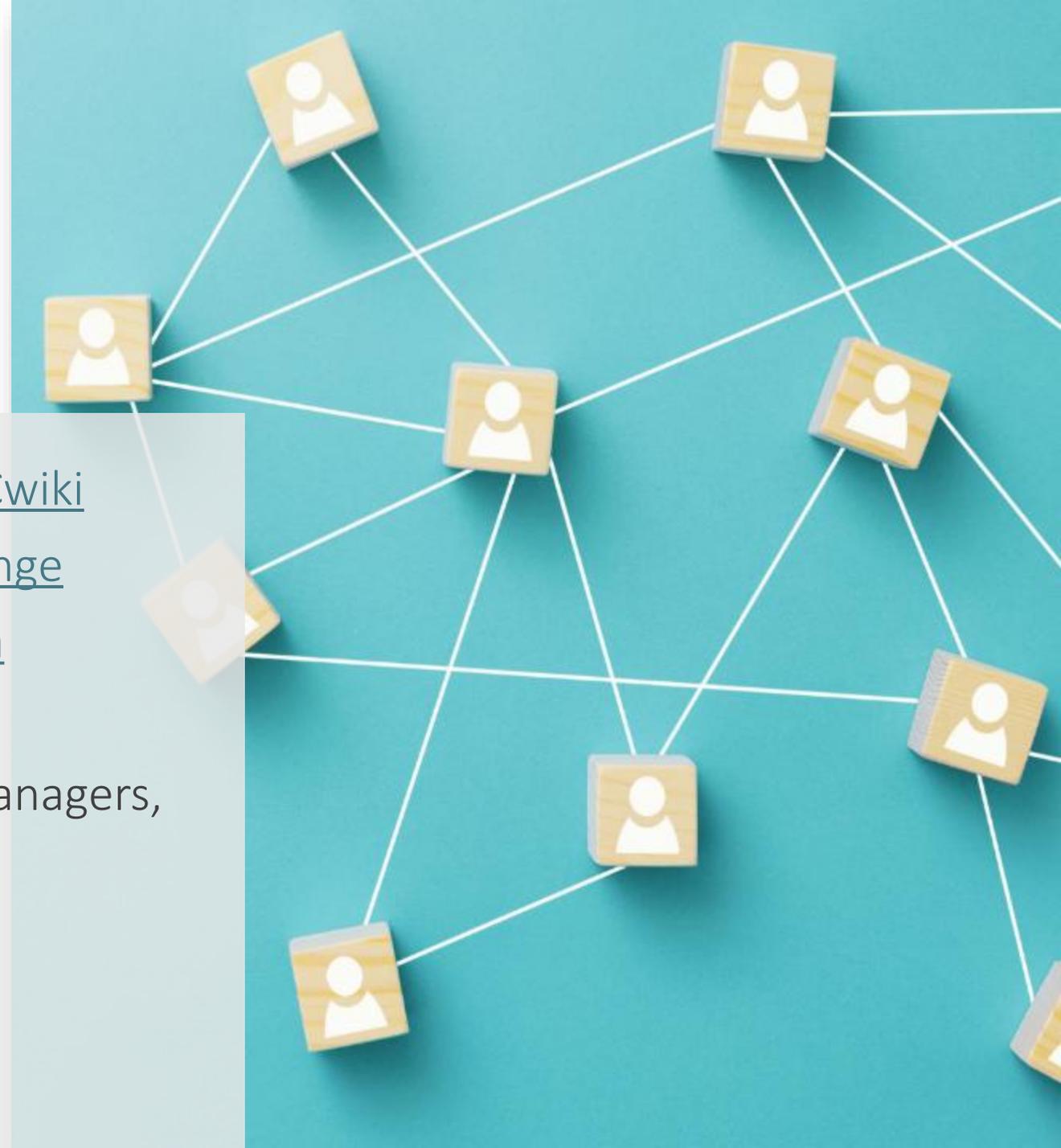
Useful Links:

Learn more on our **new** website: [NMC GCwiki](#)

Follow us: [LinkedIn](#) - [GCcollab](#) - [GCXchange](#)

Contact us: nmc-cng@cspc-efpc.gc.ca

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Connecting

At a table other than your own:

1. Introduce yourself to someone you don't know and ask them: *What do your team members appreciate the most about you as their manager (in 3 words or less).*
Enter the other person's answer in Wooclap.
2. Find a new person and ask them: *What's one word you associate with "career agility"?* Enter the other person's response in Wooclap.
3. Find a 3rd new person: *Which song would represent your career during a period of change?*
Enter the other person's response on Wooclap.



Go to www.wooclap.com

Event Code: **BBCISS**



Navigating Your Career While Fostering Employees' Career Agility in Uncertain Times

Ottawa-NCR Managers Connect / Échanges entre gestionnaires RCN
February 12, 2026



Rachel Haché

Co-chair

Career Management
Community of Practice
Public Service of Canada

Manager, Career Support
Unit, Global Affairs Canada
(GAC)



Stéphanie Crites, co

Guidance Counselor

Senior Career Manager
Career Management Services
SPAC/PSPC

Territorial Acknowledgement and Learning Environment

First I would like to acknowledge that I am presenting today from the traditional unceded territory of the Algonquin Anishinaabeg. I encourage you to think about the presence of the Indigenous Peoples, past and present, who call these lands home.

It's important to recognize the stewardship of this land by the Indigenous Peoples as we set the stage for a learning environment that is rooted in respect, understanding and inclusivity.



Objectives



1

Gain strategies for navigating your career when opportunities are limited and roles evolve

2

Understand how supporting employees' career development strengthens resilience, adaptability, and engagement—especially during times of uncertainty

Manager: Two Hats

Managers navigate change and uncertainty in their own career paths, while supporting their teams in achieving organizational results and individual employees in their journey.

1. As an employee who owns my career: What is one action I will take to develop my professional adaptability?

2. As a manager: What is one thing I will do to support the professional adaptability of my team members?



Navigating your career in uncertain times

Overview of the current context – Major transformations in the world of work

Federal Comprehensive Expenditure Review (CER) – Implementation of downsizing exercises – Massive turnover – Increased career or retirement transitions – Organizational transformations

Rapid acceleration of AI, automation, and digitization– AI is the most transformative force in the world of work today. According to the "World Economic Forum", 86% of employers expect AI to transform their organizations by 2030, leading to job reorganization. AI is a priority for the Federal Public Service (AI Strategy 2025-2027).

Transformations in working models – hybrid/flexible – demographic change – lateral career growth – strategic mobility– requires more agile, inclusive, and adaptive models to attract, develop, and retain a diverse workforce and requires a better match between talent and organizational needs, to meet ever-changing priorities.

Career Management: A Shared Responsibility



An enterprise-wide career culture based on a strategic partnership where organisations support, managers enable and employees take career ownership

Reflection

My career is too important to be left in the hands of my employer

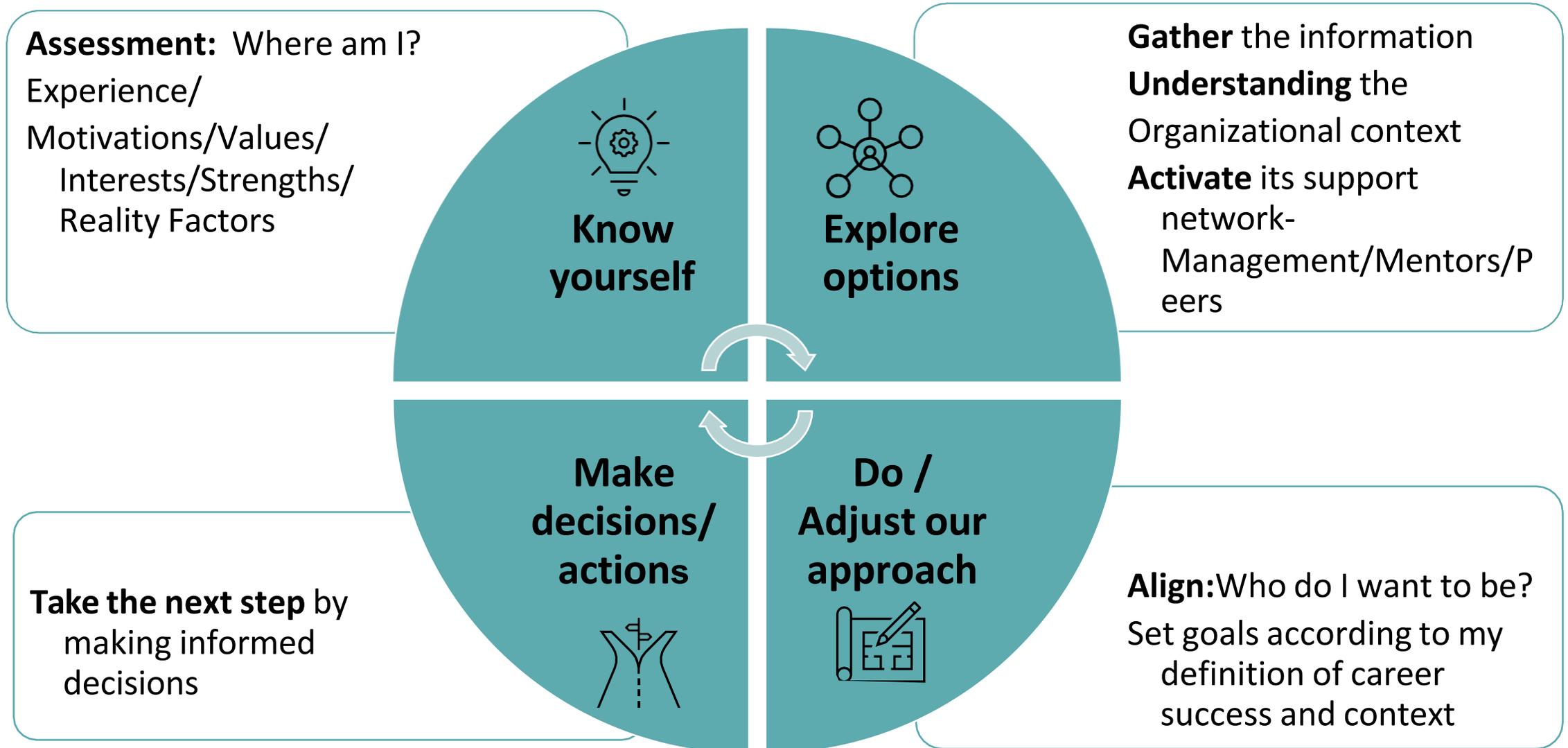
J. Limoges

Why is it important to take ownership of your career?



How to take ownership of your career management?

CdP en gestion de carrière
Career Management CoP



Discussion

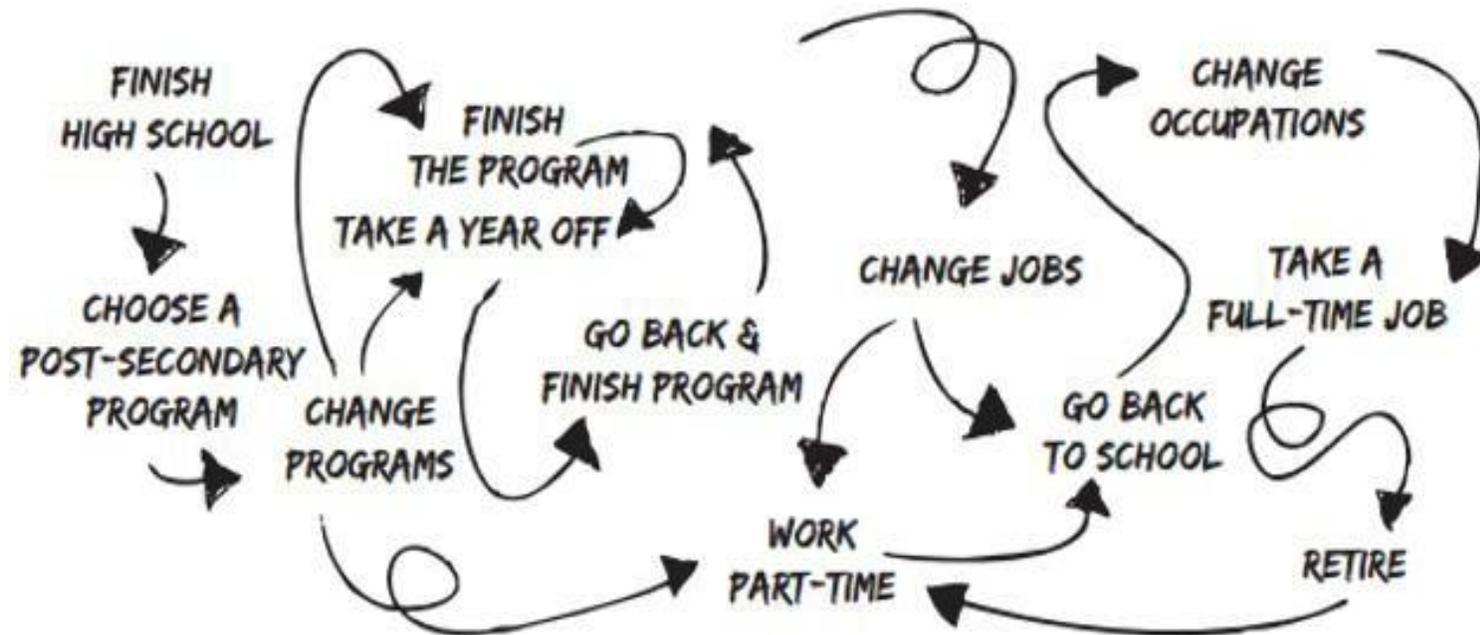
What is the difference between managing your career in normal times and in the current context of constraints and uncertainty?

Career management in normal times vs. in times of constraints

Aspect	Normal period	Period of constraints
State of mind	Growth-oriented, exploration	Focused on stability, building resilience
Planning Objective	Long-term aspiration and skills development	Short-term adaptability, awareness of contingency plans
Goal-setting style	Ambitious and forward-looking goals	Realistic short-term goals based on resilience, employability
Networking Strategies	Creating Extended Relationships	Intentional connections with supportive colleagues and mentors
Learning Priorities	Role- or sector-based, upskilling, preparation for future roles	Intentional and focused on developing transferable skills
Mobility perspective	Voluntary movements between departments	Options exploration, transition roles, priority investments
Support Approach	Occasional coaching/mentoring	Management coaching, peer support networks, career support services, EAP, ICMS, Ombudsman, etc.
Communication needs	Sharing successes, asking for feedback	Stay informed, express flexibility, clarify expectations

Career Agility

"An agile career is a self-reflective, incremental career path, guided by response to change, evolving job roles, and designed to optimize creativity, growth, and happiness." - [Marti Konstant](#)



Change versus transition

Change

**The change is external -
What's happening around us**

Refers to events or situations that occur:
new organizational vision, a change in
leadership, new way of working, etc.

VS

Transition

**The transition is internal -
What is happening within us**

Refers to the internal psychological
process experienced by an individual in
the face of change.

Professional transition

Evolutionary process of transition
from one professional state to
another, marked by periods of
imbalance, adaptation and identity
reconstruction.

(Louis Cournoyer, Guidance Counsellor, Professor and
Researcher UQAM)

The 2 types of career transitions

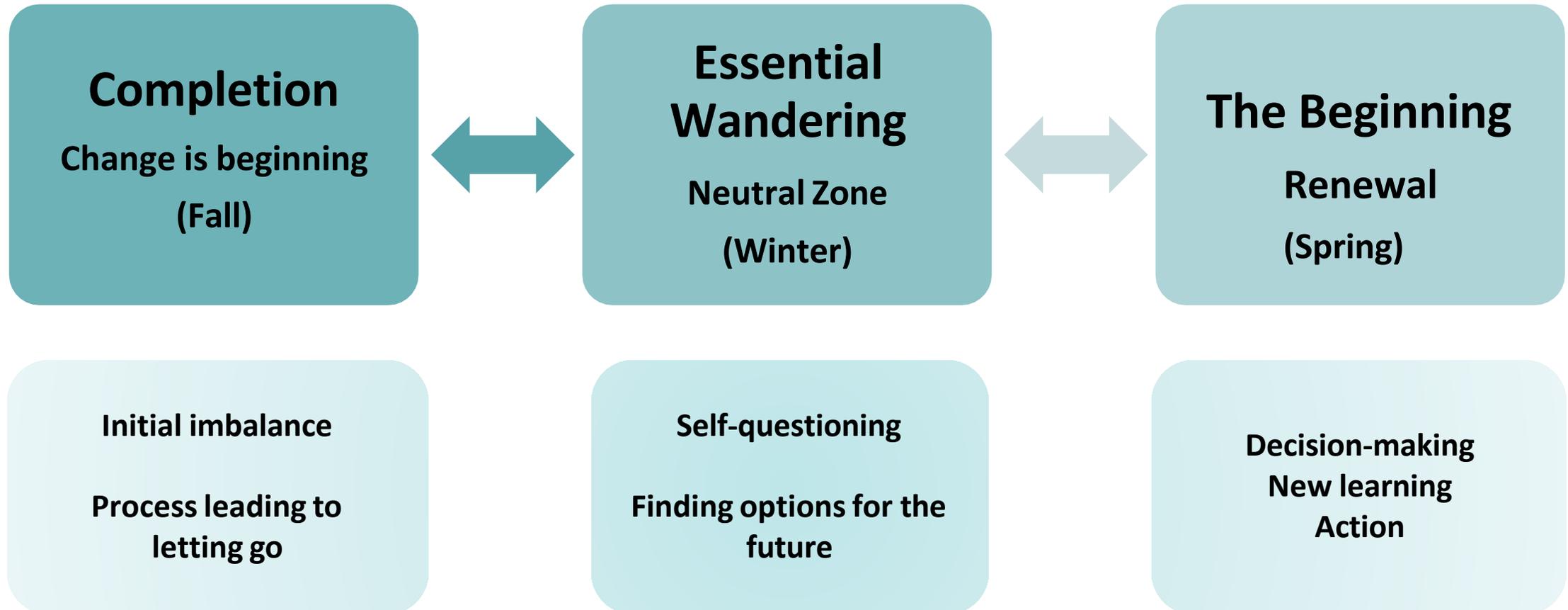
Unchosen career transition

- Professional change imposed by external circumstances
- Reactive approach
- Often unforeseen, unwanted, associated with a constraint
- Feeling of loss of control, uncertainty
- Weakened identity

Chosen professional transition

- Professional change initiated voluntarily by the person, according to his or her aspirations
- Proactive and intentional approach
- Often planned and anticipated
- Sense of control, motivation, anticipation
- Identity Validated

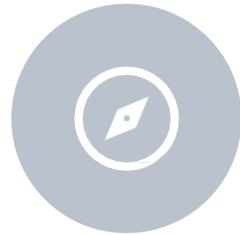
The 3 phases of professional transition (Roberge)





Understand how supporting employees' career development strengthens resilience, adaptability, and engagement - especially in times of uncertainty

Manager : Career Catalyst



Guide



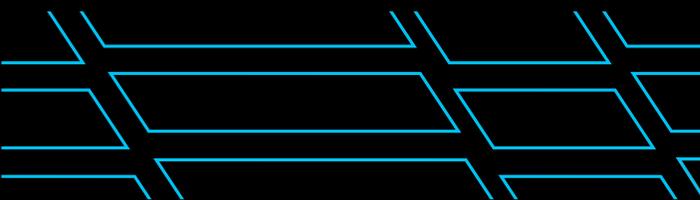
Facilitator



Motivator



**Source of
information**



Reflection

What are the common reactions of individuals to changes that may affect their careers?



Common Employee Reactions to Uncertainty and Potential Career Disruptions



Emotional

Anxiety about job security, role/change /future



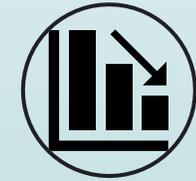
Behavioral

Freeze, withdrawal, resistance, avoidance



Cognitive

Self-doubt, tunnel vision, reformulation, mistrust



Performance

Loss of initiative and commitment or hyperfocus on completing tasks



Discussion

Resilience & Career Adaptability

**What's the
difference and
why are both so
important in this
context?**

Key Traits of Resilience

Trait	Description (career perspective)
Self-efficacy	Confidence in one's ability to overcome obstacles, challenges and career setbacks
Optimism	Maintaining a positive attitude during changes or transitions
Emotional regulation	Ability to remain calm and constructive under pressure
Perseverance	Continuous commitment by readjusting career goals despite setbacks
Development mindset	See change and transformation as an opportunity for growth and exploring new avenues
Seeking support	Ability to seek help and access resources

Key Traits of Career Adaptability

Trait	Description (career perspective)
Flexibility	Adapt to new roles, tasks, and environments
Curiosity and initiative	Explore new paths and trajectories, navigate career transitions with agility
Learning agility	Seek to learn and apply new skills
Open-mindedness	Be receptive to feedback and diverse perspectives
Initiative	Actively seek development opportunities
Transferable thinking	Apply your skills in different contexts

CAREER RESILIENCE AND ADAPTABILITY

Resilience: Anchor

It keeps you grounded when the waters get rough. In times of uncertainty, it stabilizes you. It's your ability to pick yourself up, adapt, and stay engaged in your career path — especially in the face of uncertainty, setbacks, and/or change impacting your career.

Adaptability: Compass

It helps you navigate when the landscape changes. It directs you to new opportunities, guides your decisions, and helps you adjust your career trajectory with greater clarity.

Together, the anchor and compass allow you to not only survive the storm and bounce back, but to navigate it with intention.

Resilience and Career Adaptability



In times of change and constraints, resilience and career adaptability help individuals to:

- **Navigating Change:** Staying agile despite organizational changes and evolving priorities
- **Supporting mental health and wellness:** Manage stress, build confidence, reduce anxiety, and promote psychological safety
- **Staying Engaged:** Take charge of your professional growth and stay connected to the ministry's mission
- **Making informed choices:** Make career decisions with clarity and intention — even in times of uncertainty.

How do you identify barriers to career resilience and adaptability?

It requires a mix of observation, empathy, and action.

Pay attention to the following:

Behavioral Signs: resistance, disengagement, low level of engagement, over-reliance on routine tasks and **outdated** skills/processes.

Psychological indicators: Fixed mindset, belief that skills and roles are fixed, fear of failure, change fatigue/cynicism about change and professional growth.

Systemic barriers: Limited access to unclear opportunities, options and career paths, lack of psychological safety within teams, lack of personal and/or professional support.

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Managers as Career Catalysts

How you can foster career resilience and adaptability?



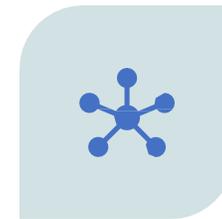
**CREATING A CLIMATE
OF PSYCHOLOGICAL
SAFETY AND OPEN
DIALOGUE**



**MODELING
RESILIENCE AND
NORMALIZING
UNCERTAINTY**



**HOLD MEANINGFUL
CAREER
CONVERSATIONS**



**CONNECTING WORK
TO MEANING AND
MISSION**

Creating a climate of psychological safety and open dialogue

Foster a culture where questions, feedback, and vulnerabilities are welcome. Share updates honestly, even when the path forward is unclear.

HOW ?

- Openly acknowledge uncertainty without minimizing it — don't pretend everything is okay or ignore the signs
- Create space and encourage questions and feedback
- Respond to fear with empathy, not with criticism or denial
- Sharing your own learning moments to normalize vulnerability

Hold meaningful career conversations

A space for employees to reflect on what motivates them, what they value, and how they can continue to grow — even in a constrained environment.

HOW ?

- **Creating a safe space**— Be an active listener, avoid distractions, discuss expectations
- Share your understanding of **organizational context and refer the employee to trusted sources**
- **Avoid assumptions** on the employee's career interests or aspirations
- Use **open questions** encouraging career thinking in relation to interests, aspirations and growth, such as:
 - "What is your vision for the next steps in your career?"
 - "What aspect of your job do you enjoy the most?"
 - "What skills would you like to develop further?"
 - "How could you expand your professional network?"
- Encourage the employee to establish a **Career Development Plan** with clear objectives
- **Explore opportunities** aligned with the evolving needs and aspirations of the organization and align the **Learning Plans/Talent Management**— even when the paths are unclear and constrained
- **Reaffirming support** and its openness to discussion continues

Modéliser la résilience et normaliser l'incertitude

Be calm and flexible in times of uncertainty. Recognize ambiguity, validate emotional reactions, and emphasize that uncertainty does not reflect individual performance or value. The manager moves from emotional support to career discussion.

HOW ?

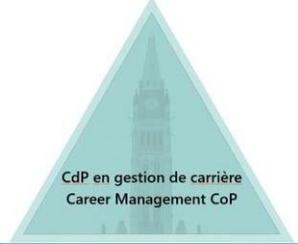
- Practice calmness, flexibility and a constructive attitude — even without having all the answers
- Be adaptable – analyze the context together, encourage the employee to remain open to possibilities, explore realistic options together in the current context
- Recognize ambiguity — reiterate that uncertainty does not diminish the value or potential of employees
- Validate emotional reactions — be transparent about challenges and how you handle them

Connecting work to meaning and mission

Help employees understand how their contributions fit into the broader mandate and values of the public service. Strengthen their relevance by highlighting skills that are useful in various roles and career paths.

HOW ?

- Use a **“Line of sight”** language to demonstrate how employees' work contributes directly to departmental priorities and public service values, while developing transferable skills
- **Connecting skills to broader career paths** helping employees recognize how their strengths—such as communication, analysis, coordination, or stakeholder engagement—apply to various roles and functions
- Create a space for **Peer-to-peer knowledge sharing**, within and beyond the team, to reveal hidden strengths, build trust, and foster cross-functional awareness
- Encourage participation in **networks and communities of practice** to support skills development, visibility and career exploration through informal learning and connections



Let's practice

How would you approach a career conversation with this employee?

**Scenario 1:
Restructuring
rumours**

Ana

**Scenario 2:
Potential
transition**

Kai

**Scenario 3:
Professional
Growth**

Maya

**Scenario 4:
Early
retirement**

Jordan

Scenario 1: Rumours of restructuring– Ana

You manage a team in a federal department undergoing a major transformation. Rumors are circulating about a possible restructuring, and your team is getting anxious.

At a team meeting, Ana says:

“We hear all kinds of things, but no one tells us what's really going on. Should we be worried about our jobs?”

Question :

How would you approach this situation to build trust and encourage open dialogue?

Scenario 2: Work Force Adjustment- Kai

You work in a federal department that has just implemented the exercises to reduce positions through workforce adjustment and career transition measures for executives.

You are the manager of a team with employees affected by the measures announced.

During a one-on-one meeting, Kai – a high-performing employee with 12 years of experience in the organization whose position is identified as “may no longer be required,” says:

"I'm not worried about my job security at the federal level, but I'm very worried about my career because I'm afraid I'll have to change fields, and I don't know how to reposition myself for this transition?"

Question :

How would you respond to Kai to foster his career adaptability?

Scenario 3: Professional Growth– Maya

You manage a team in a federal department in the current context. Formal staffing actions and opportunities for advancement are more limited.

You are committed to supporting career development despite these constraints by scheduling monthly one-on-one meetings focused on growth.

In a one-on-one interview with Maya, a policy analyst, she shares:

"I don't know what awaits me. With this slowdown, I feel stuck. I do my job, but I don't know where it's leading me. »

Question :

What questions would you ask Maya to support her professional growth?

Scenario 4: Thinking about early retirement- Jordan

You manage a team of program officers in a federal department focused on community development. One of your employees, Jordan, is an expert in grants and contributions and a pillar of the team – he had planned to retire in a few years, but the current context is prompting him to reconsider.

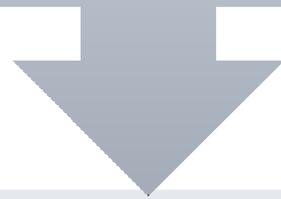
During a follow-up, Jordan says:

"I feel like I'm part of the age group being encouraged to leave and I feel pressured to retire now even though that wasn't my plan."

Question: How would you respond to Jordan to support him in his reflections regarding his decision to take early retirement?

Role of the Manager

Managers don't need to have all the answers – but they do need to create the conditions for people to adapt, grow and stay connected.



That's career resilience and adaptability in action



Conclusion

Hat 1: Career agility is not the ability to plan for everything, but the ability to continue to proactively manage one's career in an uncertain context.

Hat 2: By supporting our teams in this process and applying it to ourselves, periods of uncertainty become periods of opportunity.



GCexchange Site:
[Communauté de pratique en
gestion de carrière](#)

Thank you! Questions ?



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Resources



Managing Transitions: the Most of Change, 4th edition, William Bridges, Susan Bridges, Balance, 2017

Working Identity: Unconventional Strategies for Reinventing Your Career, Herminia Ibarra, Harvard Business Review Press, 2023.

Retain and Gain: Career Management for the Public Sector Playbook, CERIC, 2021

Career Theories and Models at Work: Ideas for Practice, CERIC, 2019

Changement de parcours: guide d'accompagnement pour votre transition et recherche d'emploi, Brisson Legris, Septembre éditeur, 2022

Trouver sa place au travail quand on se sent (un peu) extraterrestre, Guénette M., Desrochers A., Septembre éditeur, 2019

Tant d'hiver au Coeur du changement, Roberge M., Septembre éditeur, 2016



Pulse Question - Go to www.wooclap.com

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What has caught your attention so far ?

Qu'est-ce qui a retenu votre attention jusqu'à maintenant ?



Code de l'événement: **BBCISS**



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- ❖ **Accessibility, Accommodations, & Adaptive Computer Technology (AAACT) (SSC)**
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Leading Through Change Starts with You: Taking Care of Yourself and Your Team

Presented by the PSPC Workplace Change Management National Centre of Expertise



Services publics et
Approvisionnement Canada

Public Services and
Procurement Canada

Canada

Agenda

1. Welcome and Context Setting
2. Self-Reflection and Resilience: **Myself as a employee**
3. Manager as a Support System: **Myself as a Manager**

The Dual Challenge

Challenge #1

- **Hold difficult conversations** with employees during moments of **challenging news**, maintaining dignity and empathy while managing your own emotions and supporting theirs.

Challenge #2

- **Lead teams** facing heightened **anxiety, reduced confidence, heavier workloads, and uncertainty**, while sustaining performance and morale during periods of organizational turbulence.

MYSELF

as an employee





Emotional and Psychological Impact of Change

Change can trigger a **variety of emotions**, such as :

- Fear of the unknown
- Anxiety
- Uncertainty

Understanding these emotional and psychological impacts is crucial to integrating change.

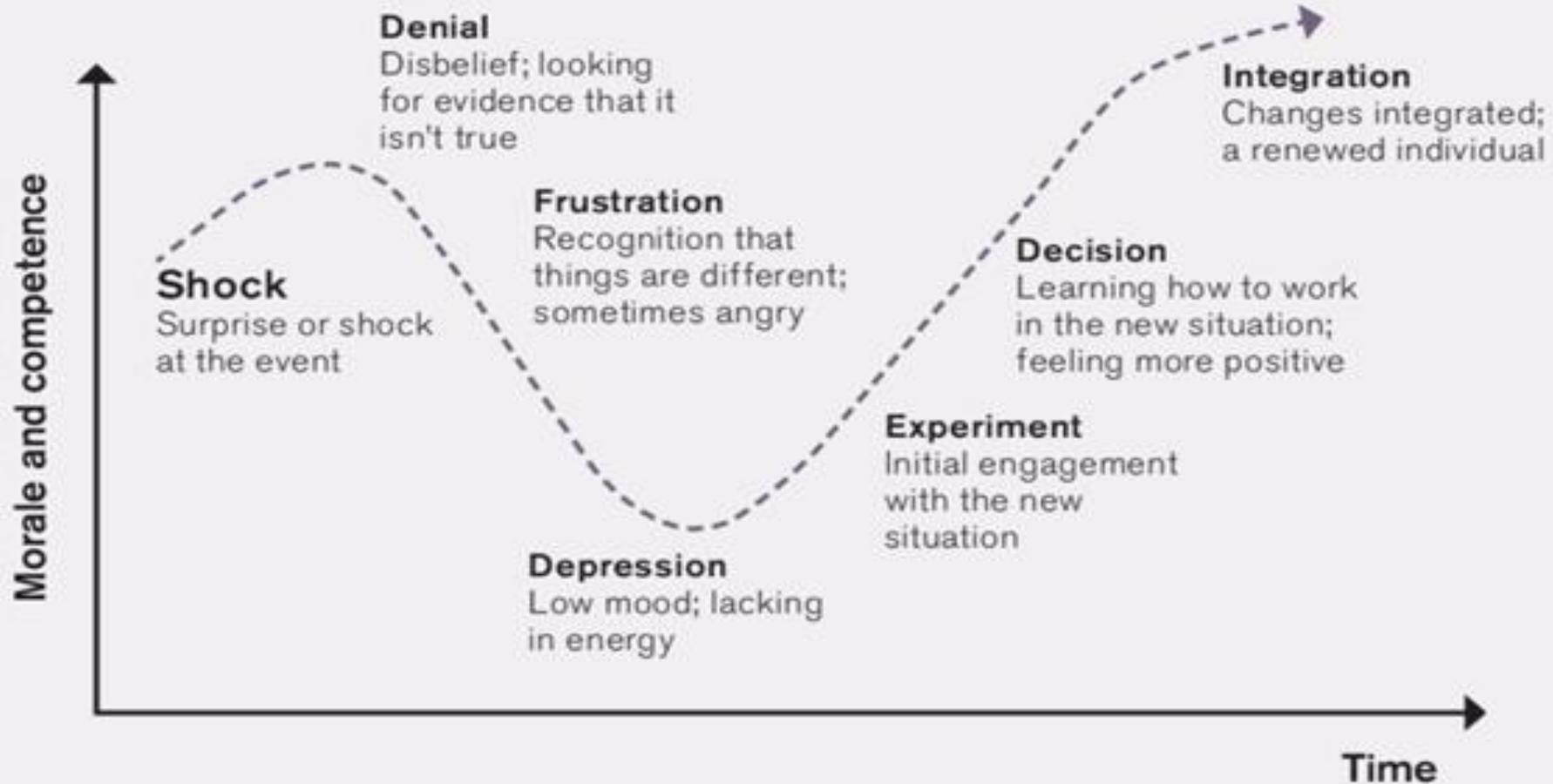


Signs And Symptoms of Stress Related To Change

- Feelings of **irritability, sadness** or **guilt**
- Change in **sleep patterns**
- Changes in **weight** or **appetite**
- Difficulty **concentrating** or **making decisions**
- Negative **thoughts, stress, anxiety**
- Loss of **interest, pleasure or energy** for something you used to enjoy
- **Isolation**
- Agitation/**increased** fatigue
- Decreased **motivation**
- Change of **habits**
- **Absenteeism** or **presenteeism**
- Etc.



The Emotional Curve of Change



Source: Kübler-Ross, E. (1969). *On death and dying*. New York: Macmillan.

Join us on
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Go to www.wooclap.com

Event Code: **BBCISS**



So... Which boat are you on

A



B



C



D

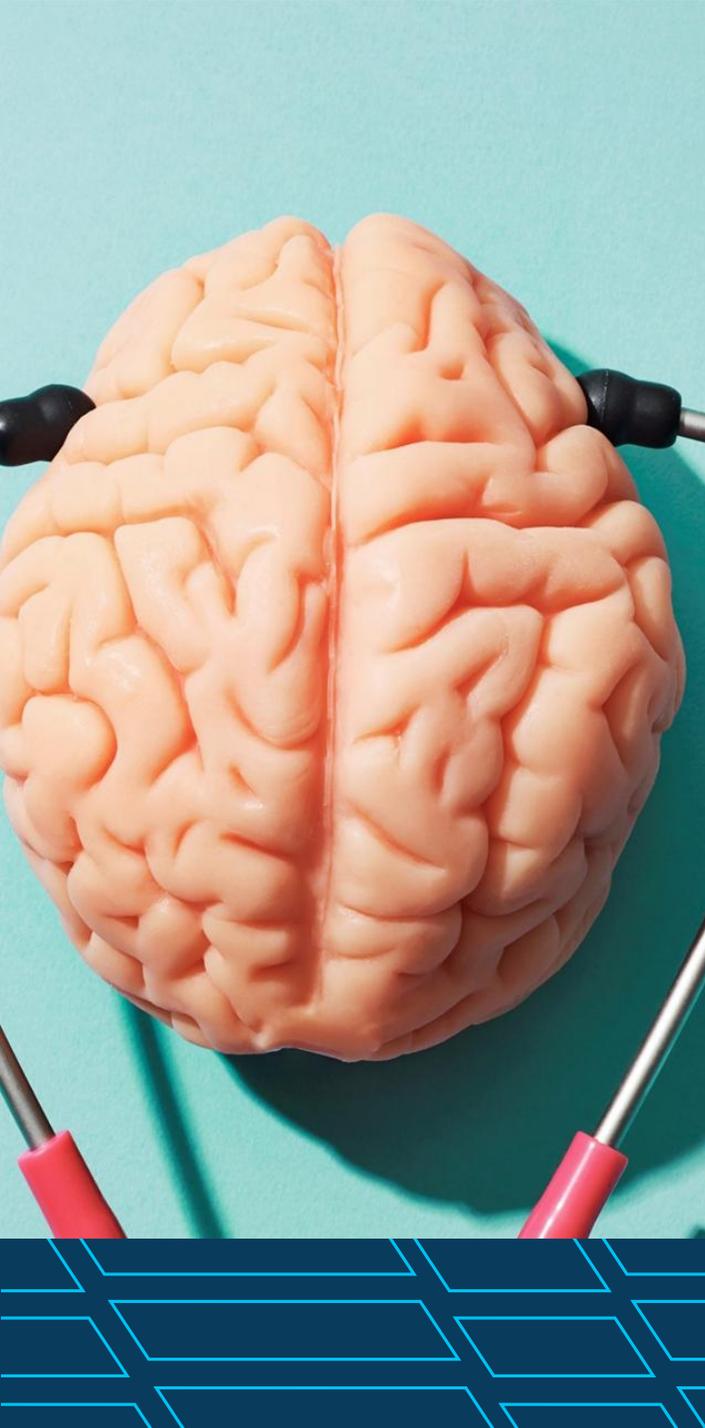


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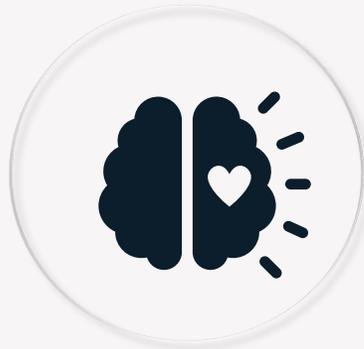




Taking care of yourself

Asking for help

Resources are at your disposal. Don't be left alone by the challenges you face.



What helps me stay grounded?

What are my stress signals?



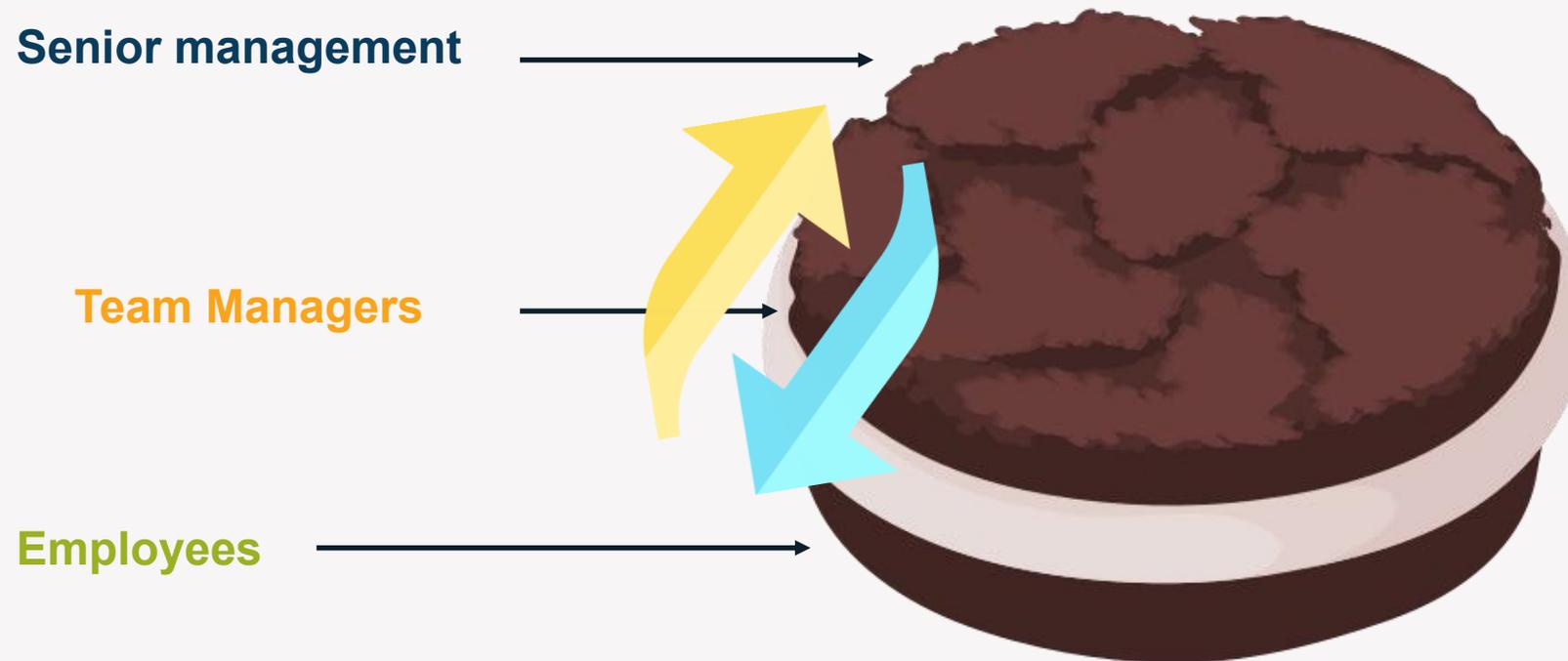


MYSELF

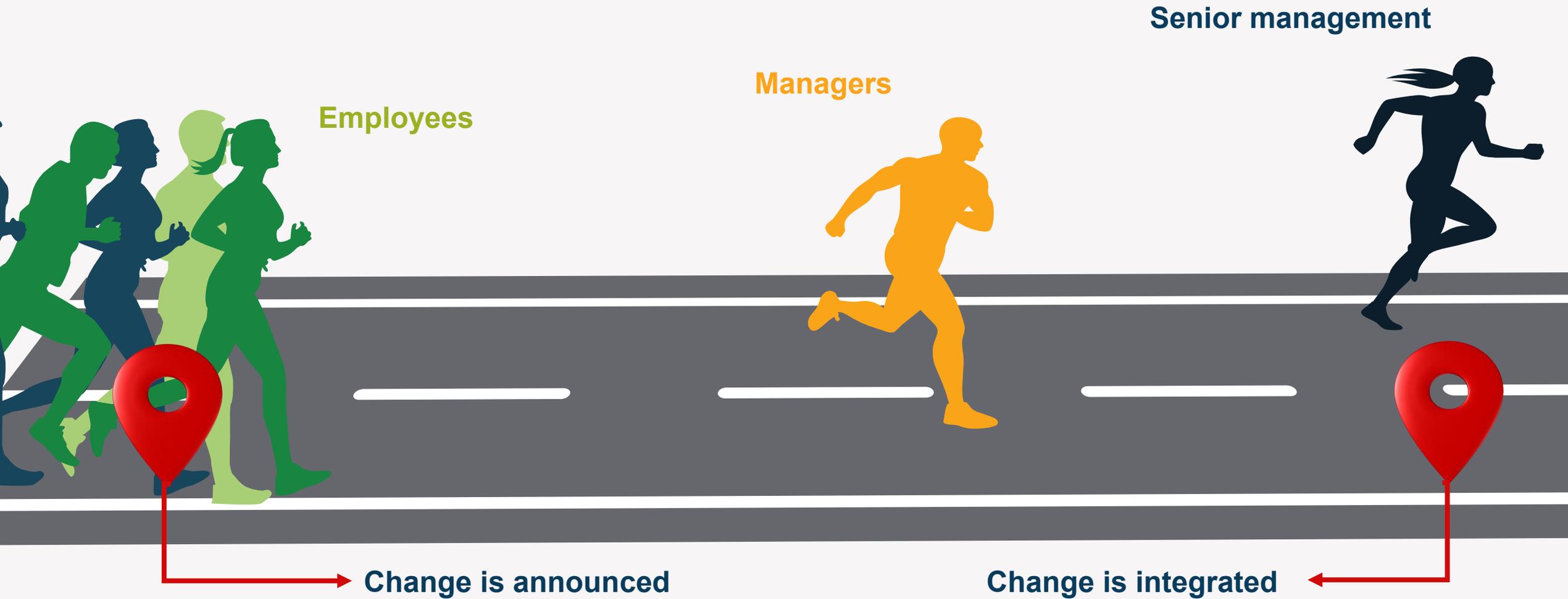
as a manager

*Strategies to Support Your
Employees*

The Crucial Role of Team Managers

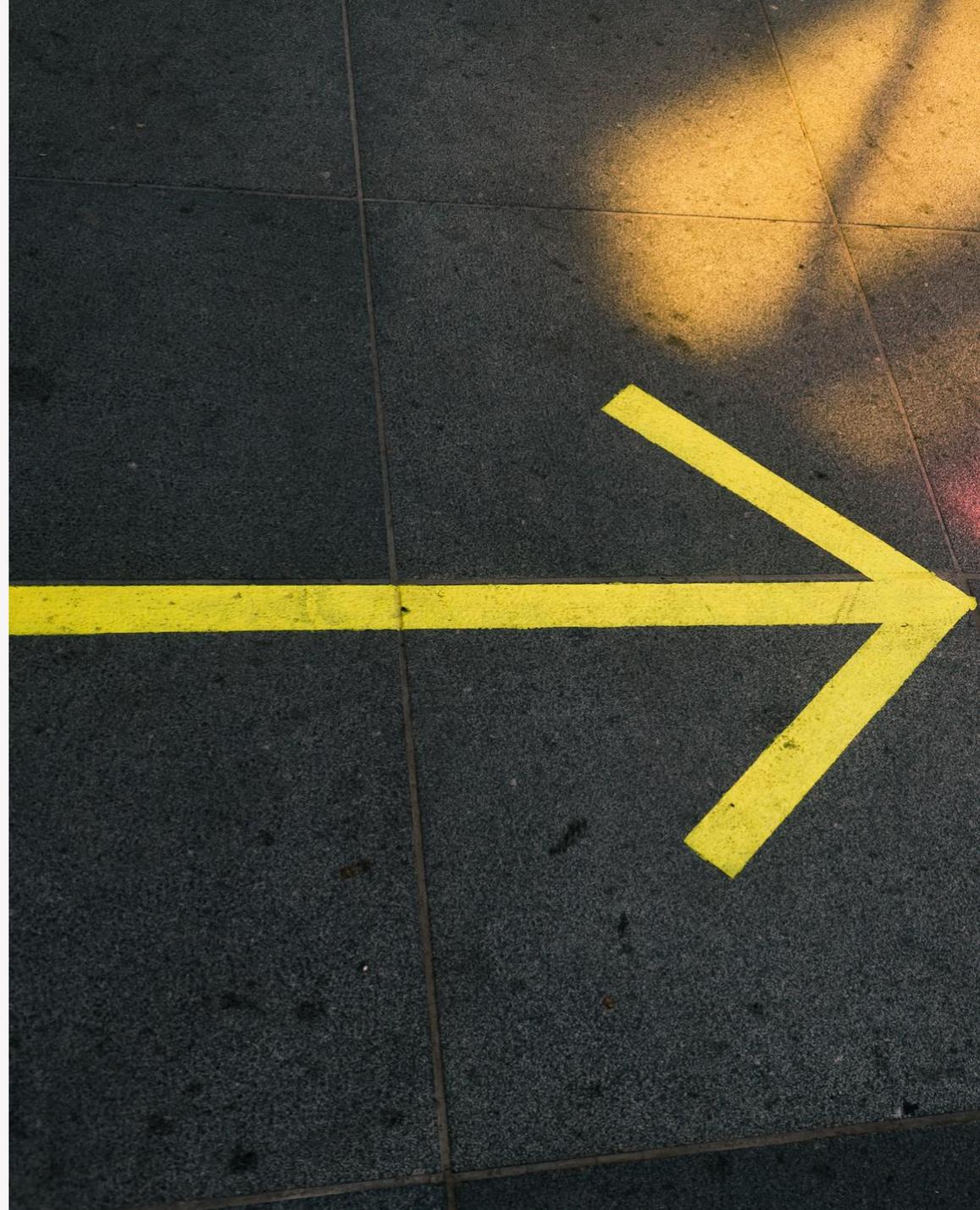


The marathon effect



It's Normal to Have Concerns!

The important thing is what you do with it!



Types of concerns



A. Employee shows 'no concerns' at all...

B. Concerns about himself...

C. Concerns about impacts on the organization...

D. Centered on experimentation of the change

E. Focus on improvement



1

**Team
activity**
based on the
**Change
curve**

Two ways to support your team and employees



2

**Individual
activity**
based on the
**SCARF
model**

Activité SCARF /
SCARF Activity



Questions?

Comments?



Agenda

9h00-9h05	Welcome <i>Julie Wills, NCR Regional Lead, NMC</i>
9h05-9h15	NMC – Introduction & Updates <i>Camille Beausoleil, Executive Director, NMC</i>
9h15-9h30	Connecting Activity <i>Camille Beausoleil and Julie Wills, NMC</i>
9h30-10h30	Navigating Your Career While Fostering Employees' Career Agility in Uncertain Times <i>Rachel Haché and Stéphanie Crites</i>
10h30-10h50	Morning Break / Networking / Kiosks
10h45-12h00	Navigating Your Career While Fostering Employees' Career Agility in Uncertain Times (cont'ed) <i>Rachel Haché and Stéphanie Crites</i>
12h00-13h15	Lunch Break / Networking / Kiosks
13h15-14h25	Leading Through Change Starts with You: Taking Care of Yourself and Your Team <i>Chantal Bemeur and Elizabeth Blanchard</i>
14h25-14h45	Afternoon Break / Networking / Kiosks
14h45-16h00	Speed Mentoring with Executives
16h00-16h15	Wrap Up / Closing Remarks <i>Camille Beausoleil, CNG</i>

Ordre du jour

Mots de bienvenue <i>Julie Wills, Dirigeante régionale, RCN, CNG</i>
CNG – Introduction et mises à jour <i>Camille Beausoleil, Directrice exécutive, CNG</i>
Activité de connexion <i>Camille Beausoleil et Julie Wills, CNG</i>
Naviguer dans sa carrière et soutenir l'agilité de carrière des employés en période d'incertitude <i>Rachel Haché et Stéphanie Crites</i>
Pause matinale / Réseautage / Kiosques
Naviguer dans sa carrière et soutenir l'agilité de carrière des employés en période d'incertitude (suite) <i>Rachel Haché et Stéphanie Crites</i>
Pause de dîner / Réseautage / Kiosques
Mener le changement commence par vous : prendre soin de vous et de votre équipe <i>Chantal Bemeur et Elizabeth Blanchard</i>
Pause de l'après-midi / Réseautage / Kiosques
Session de mentorat éclair avec des cadres
Résumé / mots de conclusion <i>Camille Beausoleil, CNG</i>



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Speed Mentoring Session - Your EX Mentors

Consult this page to find out more about the executives who graciously volunteered to be **mentors today:**

QR code:



Speed Mentoring Session – Logistics

Four (4) rounds of 20 minutes each

1. The Mentor takes 3 minutes to briefly present themselves;
2. Each participant takes 30 seconds to introduce themselves: name, title and department-agency ;
3. You have about 13 to 15 minutes for questions and exchanging – a signal will let you know you have 2 minutes left to wrap up.

Mentors will rotate after each round.

Seeking inspiration? Sample Mentor Questions are at your tables.



Thank you for participating in the
**National Managers' Community (NMC)
Managers Connect event !**

Your feedback is important to us,
please [complete this evaluation
questionnaire](#) to help us better
understand your experience.

2025/26 Participant Feedback -
National Managers' Community
(NMC) events and activities

