

# Manon Fillion

*Being a courageous leader is taking controversial decisions, never hesitating to have difficult conversations, and being inclusive of differences.*



Associate Partner  
Coach and Mentor

Learning Services  
and Talent Management

[manon.fillion@samson.ca](mailto:manon.fillion@samson.ca)

## Biography

After 31 years as a Public Servant, I still very much want to make a difference and give back to the Executive Community. Passion and determination brought me to the Outaouais region in 1990 from Saguenay, Lac-St-Jean. I began my career at the Office of the Auditor General with the somewhat naive expectation that I could change the world and do better for Canadians; I learned the importance of audit and oversight while there but quickly realized that I wanted to be part of the action and lead projects to improve operations. I played a significant role at HRSDC, moving forward key initiatives with partners. I joined Global Affairs to improve services to Canadians abroad and to increase the standardization of the work for Locally Engaged Staff around the world. My experience at Shared Services Canada was extremely rewarding – it was there that I learned a lot about negotiations and loyal implementation. Working at DND and then Canadian Transportation Agency gave me further opportunities to hone my leadership skills and lead change. My assignment at the Canada School of Public Service gave me the opportunity to reflect on my own career, my strengths, my personal flavor, and some of the areas in which I wish to continue to grow. This is a long journey! A career as an Executive allows you to develop yourself and take the opportunity to improve your skills in each of your assignments.

Being a leader starts with you as a person, and what kind of leader you want to be. It is important to reflect on how you want to be perceived as a boss, as a colleague, and what you want to leave as a legacy. It is about your ability to create a safe environment, being open and innovative, and providing tools and guidance to develop the people who surround you. It takes courage and determination to be a good leader.

Being a leader is not something that you learn in a book or following a prescribed recipe. It's a journey that is built on multiple experiences, your judgment, and your core values.

Be honest, truthful, confident, and passionate!