



Public Sector
Commission

Leadership Expectations

**Building
Leadership
Impact**
in practice





Introducing expectations of the public sector

Leadership Expectations is the foundation for putting Building Leadership Impact into practice as it sets out the expected behaviours, associated mindsets and behaviours in action that support positive leadership change in different contexts.

It is aligned with the 6 conditions needed to set the environment for positive leadership behaviour change detailed in **Building Leadership Impact:**

1. Clear expectations in context
2. Robust self reflection
3. Personal responsibility for growth
4. Understanding what “good” leadership looks like
5. Productive feedback
6. Opportunities for development and extension

Putting all 6 conditions in place and taking into account how to improve leadership from a behaviour change perspective provide the basis for each person to make deliberate and incremental positive changes to their leadership behaviours. These collective changes have the power to increase the overall impact of leadership for a high performing public sector.

Leadership Expectations is about the ‘how’ of leadership – how people show up and approach their work. By defining the expected behaviours and mindsets, along with examples of the behaviours in action in all leadership contexts, it provides a shared understanding of the practical application of leadership and growth that is critical for individual, agency and public sector success.

The expected behaviours also apply to those whose focus is on being knowledge leaders rather than people leaders, adding value through their specialist and technical skills.

Leadership Expectations supports the development of everyone in the public sector in each leadership context while also providing insight into the shifts required and the challenges to be met in transitioning to lead in new contexts.

Critically, leadership begins with personal leadership that everyone needs to draw on and apply in their work. For some, development continues into positional leadership with responsibility for not only their own personal leadership but also for the leadership of others through a single team, multiple teams and business areas or across an entire agency.

Leadership Expectations has been developed for a wide range of uses including individual reflection and assessment, performance conversations, feedback, development and progression, recruitment and selection, and onboarding.

There are 4 elements in Leadership Expectations

- **Contexts**
How and where we add value through our work
- **Expected behaviours**
How we lead and what is expected of us
- **Mindsets**
How we think about and approach our work
- **Behaviours in action**
How we demonstrate leadership



Contexts

How and where we add value through our work

The expected behaviours and mindsets are applied uniquely to each context, painting a picture of what leadership looks like in practice as each person works towards improvement for greater impact.

Everyone works in a particular leadership context that determines the contribution of work required, and the applicable levels of complexity, responsibility and accountability. Each context has a different time span between decisions being made and outcomes being realised.

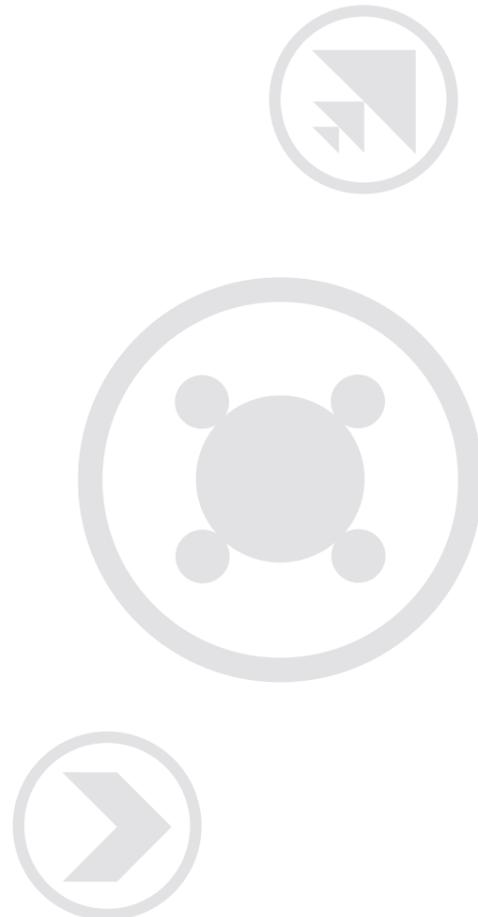
Personal Leadership is the first of the 7 contexts. This is where each person adds operational value, completes their work to a high standard, is willing to seek feedback and learn, and builds and nurtures relationships. Everyone starts here and carries personal leadership into all contexts they may transition to.

A large portion of the people in the public sector operate in the Personal Leadership context and their work has a significant impact on Western Australia. It is important to develop those who are in this context so they can be their best and deliver even better services for the community. It is also vital that personal leadership is developed and continues to be developed as people transition to other leadership contexts as either people leaders or knowledge leaders.

For those wanting to transition to lead in new leadership contexts, higher levels of personal growth and commitment are needed to make the required shifts in thinking and behaviours for success in the next context.

Progression and transition are not related to how long someone has been in a position or leadership context. Rather, they are related to how ready a person is to take on new thinking and behaviours – and enact them.

In all agencies, every role fits in one of the contexts.



- **Personal Leadership**
Leadership in this context is about the work of individuals not yet in traditional leadership positions who make a direct and immediate difference to the agency.
- **Leading Others**
Leadership in this first formal positional leadership context is about motivating and enabling others to deliver high quality work that contributes to the agency.
- **Leading Leaders**
Leadership in this context is about getting results through leaders and their teams in a single business area, and by influencing leaders in other business areas.
- **Multiple Area Leader**
Leadership in this context is about leading teams to achieve the strategic direction of a number of different business areas and to implement the associated operational strategies.
- **Executive Leader**
Leadership in this context is about shaping complex initiatives covering multiple business areas as well as having a key responsibility in corporate governance.
- **Agency Leader**
Leadership in this context is about having end of line responsibility for shaping and delivering agency corporate strategy and governance that deliver key government services.
- **Statewide Leader**
Leadership in this context is about end of line responsibility for shaping policy at whole of state and sector levels to drive long term sustainable service delivery and create public value.



Expected behaviours

How we lead and what is expected of us

Leadership Expectations describes the leadership behaviours expected of everyone in the public sector regardless of pay grade, classification level, role or place in the hierarchy of an agency.

Behaviours can be seen – they are how people present themselves and how others experience them. They are concrete and explicit.

The expected behaviours are grounded in contemporary leadership theory and tailored to the unique requirements of the sector.

Everyone needs to demonstrate the expected behaviours. While these expected behaviours are the same for everyone, how each behaviour is demonstrated varies according to the leadership context.

Having a defined set of expected behaviours contributes to a collective focus on performance and improvement, and creates a shared understanding of what is expected of each person.



Mindsets

How we think about and approach our work

Setting expectations of behaviours is critical but is not sufficient on its own which is why Leadership Expectations also specifies the mindsets that need to be consciously adopted for behaviour change and greater leadership impact.

Mindsets are the thought patterns and beliefs that drive behaviours and determine how people approach their work. Mindsets cannot be seen but influence discretion, judgement and decision making, and define the way individuals solve problems. Mindsets determine what behaviours look like.

Each expected behaviour has a specific mindset that needs to be consciously adopted and applied. When this is done, the expected behaviours are demonstrated and leadership growth can be pursued.

The expected behaviours are:

- **Lead collectively**
Seek and build key relationships, work together and focus on the greater good.
- **Think through complexity**
Think critically, work with ambiguity and uncertainty, assess solutions and impacts, and take calculated risks.
- **Dynamically sense the environment**
Be in tune with the political, social and environmental trends that impact the work; understand and recognise the needs of others and leverage relationships for desired outcomes.
- **Deliver on high leverage areas**
Identify priorities, pursue objectives with tenacity and display resilience in the face of challenges.
- **Build capability**
Proactively develop others; share learning to promote efficiency and effectiveness; and champion diversity and inclusion.
- **Embody the spirit of public service**
Display empathy, compassion, humility and integrity, and a genuine passion for the work; demonstrate a responsibility to Western Australians; and work in the interests of the public good.
- **Lead adaptively**
Continuously seek to understand personal strengths and areas for improvement, be adaptive to change and adjust leadership style in different contexts.

The expected behaviours with associated mindsets are:

- **Lead collectively**
consciously adopting the mindset **“I am part of something bigger.”**
- **Think through complexity**
consciously adopting the mindset **“There is more than one solution.”**
- **Dynamically sense the environment**
consciously adopting the mindset **“There is always more to the story.”**
- **Deliver on high leverage areas**
consciously adopting the mindset **“Some actions are more powerful than others.”**
- **Build capability**
consciously adopting the mindset **“We are only as good as our people.”**
- **Embody the spirit of public service**
consciously adopting the mindset **“We do everything for the public good.”**
- **Lead adaptively**
consciously adopting the mindset **“I am forever curious, forever learning.”**



Behaviours in action

How we demonstrate leadership

Leadership Expectations provides examples of what the expected behaviours look like in each leadership context.

As people grow in a particular leadership context, their behaviours develop and mature. Competency is about the mastery of behaviours. With this in mind, specific examples of what “good” leadership looks like for each expected behaviour are given at 3 levels of mastery and in every context.

The examples give leaders and managers a concrete mechanism against which they can assess maturity when reflecting on their own

performance and the performance of others. This enables them to identify what needs to be done to improve leadership performance and impact.

The examples also allow leaders to gauge their readiness to move to new leadership contexts, and understand the shifts needed in their mindsets and behaviours for transition to be successful.

The levels of mastery are:

- **Developing**
Demonstrated behaviours are evolving and starting to add value in the context.
- **Proficient**
Demonstrated behaviours are appropriate for the context and have room to grow.
- **Mature**
Demonstrated behaviours are those expected of someone who is fully developed in the context and can stretch.



Using Leadership Expectations

For individuals, managers and agencies

Leadership Expectations has wide applicability for everyone in the public sector as well as at the agency level for strategic workforce planning and activities.

Individuals can use Leadership Expectations to:

- understand the expectations of their context
- identify what “good” leadership looks like in terms of expected behaviours
- assess themselves against the expected behaviours in their context
- reflect on their performance
- inform discussions related to their performance and career progression
- identify areas for personal development and growth
- identify and critically consider the shifts in mindsets and behaviours required when transitioning to lead in a new context.

Managers can use Leadership Expectations to:

- inform recruitment and selection by considering the context and expected behaviours
- support setting clear expectations as part of onboarding new staff
- inform performance and career progression discussions
- identify areas for individual and team development
- support individuals in transitioning to lead in a new context.

Agencies can use Leadership Expectations to:

- inform recruitment and selection practices and templates
- inform setting clear expectations as part of onboarding new staff
- inform performance development and management protocols and templates
- inform staff development and training priorities
- inform succession planning
- identify the support required for individuals as they transition to lead in new contexts.

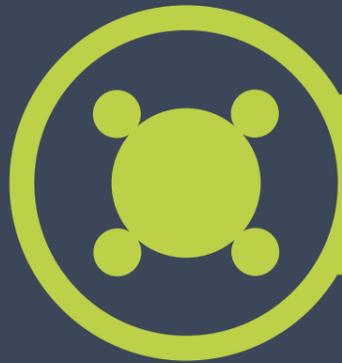
Guidance and support

The Commission has guidance and resources to support individuals, managers and agencies to use Leadership Expectations. These are mapped to the 6 Building Leadership Impact conditions they align with and to the application of Leadership Expectations by individuals, managers and agencies.

Support for development is provided through Development Maps, a specifically curated suite of on-demand, self paced learning for each expected behaviour in each context.

There is also learning designed for those in the Personal Leadership context for agencies to deliver. This learning addresses each of the expected behaviours with a focus on mindset shifts and creating new habits.

A Learning and Development Prospectus outlines exciting, unique and bespoke opportunities specifically created for the sector and fully aligned with Building Leadership Impact and Leadership Expectations.



Personal Leadership

Context summary

Leadership in this context is about the work of individuals not yet in traditional leadership positions who make a direct and immediate difference to the agency.

The work is largely operational, often at the frontline, and in a defined area of responsibility with personal accountability for delivering excellence.

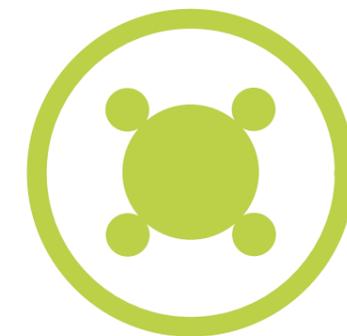
People are individual contributors but are also aware of how their role supports their team and agency in delivering strategic goals.

They take accountability for completing work efficiently and effectively. They use their knowledge, skills and abilities, drawing on supervision and help from others as needed to get the job done.

They make decisions and use their discretion about how the work is done to deliver better quality. They take direction on prioritising the work.

With a large portion of the public sector workforce operating in this context, the work has a critical impact on Western Australians.

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Lead adaptively	pg 25-26





Overview

Leadership in this context involves individuals:

- managing themselves to deliver specific tasks that make a difference in the immediate to short term
- developing knowledge, skills and abilities so work is done with minimal supervision and support from others
- using technical and/or professional skills to generate consistent, reliable and high quality work
- working in culturally informed ways
- being planned and organised to meet deadlines
- building relationships to get results
- being team players
- taking personal responsibility
- delivering on outcomes and results of assigned tasks
- finding ways to solve issues and concerns
- accepting and working in line with agency values.

Development in this context focuses on individuals:

- mastering skills that improve planning, quality, reliability, timeliness and working effectively with others
- understanding and valuing agency culture
- adopting the professional standards required of their roles.

Individuals in this context spend the majority of time:

- being responsible for delivering tasks against plans for the present and near future
- communicating with stakeholders and working with team members
- managing priorities and time to ensure tasks are completed as required
- identifying and raising concerns in a timely manner where problems are emerging
- communicating with and keeping managers informed.

Individuals in this context contribute to the work of others by:

- putting effort into motivating team members and building good relationships across the agency
- creating the foundations of a consistent and reliable team by leading by example in their work standards and relationships with others
- sharing ideas, knowledge and skills with their peers and encouraging others to succeed.

Transitioning to the next leadership context

During the transition from the Personal Leadership context to the Leading Others context, the focus of work shifts.

This shift involves individuals:

- moving away from being an individual contributor and getting work done themselves to primarily achieving results through and with others
- owning the belief that making time for others is their personal responsibility
- training and developing the capability of others, perhaps with a particular interest in training colleagues in their own domain of expertise
- managing and prioritising their own time and tasks effectively while also providing leadership to others
- becoming skilled at overcoming obstacles and engaging in planning for longer term goals of one year or more
- driving continuous improvement of the tools and processes for which they are responsible
- communicating effectively with those beyond their own team
- being recognised as credible knowledge leaders or people leaders
- recognising the successes of those they lead and those they influence.

Challenges of transitioning to the next leadership context

The most difficult part of this transition is for individuals to move away from some of the behaviours that made them successful in the Personal Leadership context.

In the Leading Others context, they are required to primarily get results indirectly through others. A poor transition may see them continue to value their individual contribution rather than focus on the work of others. They may find themselves competing with members of their team rather than inspiring them or enhancing their knowledge and skills.



Personal Leadership

Expected behaviour: Lead collectively

The expected behaviour is to **lead collectively**, consciously adopting the mindset **“I am part of something bigger.”**

You understand how your work fits in the public sector and recognise your role in delivering value for the future of Western Australians.

You acknowledge the relationship between your work and the value it contributes to your team. You understand your agency’s objectives and can express how your work relates and contributes to achieving operational excellence for your agency.

You identify opportunities for improvements in your team, ensuring the work and services you provide always add value to Western Australians.

You complete your work to a high standard and ensure information is accurate. You recognise the shared purpose of the policies and procedures in the sector, and follow your team’s policies and procedures.

You proactively build strong working relationships with members of your team and use these relationships to achieve your objectives and deliverables to a high standard.

To **lead collectively**, you consciously adopt the mindset **“I am part of something bigger.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<p>You demonstrate behaviours that are evolving and starting to add value in this context.</p>	<p>You demonstrate behaviours that are appropriate for this context and have room to grow.</p>	<p>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</p>
<p>You take responsibility for your own work, making sure you provide a high quality service.</p>	<p>You recognise the impact and consequences of your work on others in your team and how your work contributes to team effectiveness.</p>	<p>You consider and take responsibility for the impacts and consequences of your work across the team and other business areas, and adapt your behaviour as necessary.</p>
<p>You focus on quality when completing tasks, taking care to use accurate information, follow correct policies and procedures, and pay attention to detail.</p>	<p>You are diligent and complete tasks to a high quality while meeting timelines and priorities.</p> <p>You appreciate and respect operational policies and procedures, guiding others on their use.</p>	<p>You are willing to go the extra mile to provide a value adding service and persist in your efforts.</p> <p>You identify opportunities for process improvements that result in exceeding service requirements.</p>
<p>You inform your manager of issues as they arise that impact your ability to deliver your work.</p>	<p>Before issues arise, you initiate communication with your manager about potential problems you anticipate.</p>	<p>You proactively communicate anticipated problems with your manager and are able to identify their impact on your team, work area and other business areas of the agency.</p>
<p>You seek to establish trusted working relationships with your team.</p> <p>You draw on these relationships to support you in delivering high quality work.</p>	<p>You nurture working relationships with your teams and with others in your work area.</p> <p>You leverage these relationships to achieve your work deliverables and objectives, and reciprocate by assisting others.</p>	<p>You extend your relationship building to include individuals in other business areas of the agency.</p> <p>You identify and nurture these relationships to enhance your understanding of the agency and achieve your objectives.</p>



Personal Leadership

Expected behaviour: Think through complexity

The expected behaviour is to **think through complexity**, consciously adopting the mindset **“There is more than one solution.”**

You think critically and strategically to solve problems and enhance effectiveness.

You think through complexity by following set procedures and applying your knowledge, skills and experience to identify problems as they arise. You use information and analysis to initiate problem resolution and seek guidance as necessary. You understand and respect the need for compliance to minimise risk in your team.

You approach problems with systematic thinking and seek alternative options before implementing solutions. You know where to find relevant information and use a common sense approach to research and analyse, and then make evidence based recommendations.

You are solutions focused and seek guidance to explore the likelihood of your intended outcome. You are accountable and take responsibility for your decisions and actions.

To **think through complexity**, you consciously adopt the mindset **“There is more than one solution.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<p>You demonstrate behaviours that are evolving and starting to add value in this context.</p>	<p>You demonstrate behaviours that are appropriate for this context and have room to grow.</p>	<p>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</p>
<p>You draw on your understanding of your work, ensuring you have sufficient knowledge of processes and practices to identify and analyse issues as they arise.</p> <p>You raise gaps in this knowledge with your manager and request guidance, development and advice.</p>	<p>You understand the questions you need to ask to inform the identification and analysis of issues.</p> <p>You discuss your analysis with others and draw conclusions which you are able to summarise with supporting evidence.</p>	<p>You use your knowledge, skills and experience as well as your ability to identify and draw on alternative information sources to analyse issues and problems.</p> <p>From your analysis, you are able to recognise what is relevant and confidently discard what is not, and provide a concise overview to your team or manager.</p>
<p>You ensure your decisions are based on facts and data and support the deliverables expected of you.</p> <p>You request guidance and advice if needed on how to make an evidence based decision.</p>	<p>You make evidence based decisions by considering broader implications and how they may affect your work as well as the work of your team and area.</p>	<p>You are confident in your ability to independently make evidence based decisions and combine this with an ability to recognise the implications for the agency.</p>
<p>You talk with your manager about problems that affect your ability to complete your work.</p> <p>You provide alternative approaches to solving problems.</p> <p>You implement suitable solutions with your manager’s guidance.</p>	<p>You identify problems in your work and team processes, collaborating to identify possible solutions.</p> <p>You use your initiative and act promptly to implement appropriate solutions, escalating to your manager as necessary.</p>	<p>You draw on your knowledge, skills and experience to confidently implement solutions, review their effectiveness and suggest alternatives if necessary.</p>
<p>You have an awareness of the risks involved in your area of work and are able to communicate them to your team and manager.</p> <p>You seek to understand the purpose of risk management policies and procedures as they apply to your work.</p>	<p>You draw on your knowledge and understanding to proactively identify risks in your own work and the work of the broader team.</p> <p>You appreciate the purpose of and apply the relevant risk management policies and procedures to your work.</p>	<p>You understand that risks in your team’s work have the potential to affect other business areas.</p> <p>You share risk concerns and suggest mitigation strategies to your manager.</p> <p>You role model the use of risk management policies and procedures to address risks.</p>



Personal Leadership

Expected behaviour: Dynamically sense the environment

The expected behaviour is to **dynamically sense the environment**, consciously adopting the mindset **“There is always more to the story.”**

You listen to and understand the needs of others in your work environment. You recognise changes that affect your ability to deliver your work. You adjust priorities and pace with guidance when necessary to ensure you contribute to delivering value for your team.

You seek to understand expectations and problems by listening actively and asking clarifying questions.

You engage in your work environment with a positive and open mind, acknowledging that your approach may not be the only effective approach. You seek to understand issues and problems before reacting and discuss them thoughtfully with your team.

You communicate clearly, presenting relevant technical and professional information without jargon. You adapt your communications style and language depending on your target audience, negotiating confidently and respectfully.

To **dynamically sense the environment**, you consciously adopt the mindset **“There is always more to the story.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You ask questions to understand your work environment. You apply this understanding to inform and guide your approach to working with and supporting your team.	You understand your work environment and observe changes that have an impact on your work. This allows you to approach work situations with an open mind and contribute positively to the team and your work area.	You make links between information you have been given and what you have observed. This facilitates your ability to identify any positive and negative impacts on your work environment and the agency.
You understand and acknowledge the need to be aware of the team’s priorities while working at your own pace to achieve goals.	You understand your team’s priorities and adjust your work pace ensuring you do not delay your team’s progress or negatively impact its credibility.	You seek to understand the broader work environment and its impact on your work pace as well as that of your team. You immediately make necessary adjustments and encourage your team to do the same.
You think about your audience and prepare yourself to express opinions, ideas and facts clearly, avoiding jargon and acronyms.	You enhance your ability to communicate by listening actively and attentively. You consider your audience, ask questions to seek clarity and plan your communications carefully so there are no misunderstandings.	You understand your audience and tailor your communication style and methods appropriately so your message is clear, concise and confident.
You acknowledge that others work and think differently to you and approach your work environment with a positive open mind.	You remain flexible and open to the opinions, ideas and suggestions of others. You value access to different points of view, knowledge and experiences.	You proactively seek out the views and opinions of others to deepen your understanding and knowledge.
If any interpersonal conflicts arise, you resolve them with guidance from your manager.	You proactively identify and respectfully address any interpersonal issues that arise so as not to damage relationships. You seek support from your manager if required.	You identify any potential interpersonal issues early and intervene with consideration and tact to support team effectiveness and maintain positive working relationships.



Personal Leadership

Expected behaviour: Deliver on high leverage areas

The expected behaviour is to **deliver on high leverage areas**, consciously adopting the mindset **“Some actions are more powerful than others.”**

You pursue with tenacity the high leverage priorities that are essential to your work and agency.

You identify the tasks and priorities of your work that are in line with the priorities of your team. You reschedule and reprioritise your work on a daily basis with guidance if necessary to reflect changes in your team environment. Under the supervision of your manager, you work to meet specified timelines and priorities, completing your work to a high standard.

You respond openly to directed changes. You explore new methods and approaches to your work. You proactively share your learnings with your team, contributing to the effectiveness of work practices.

You take responsibility for managing your work to achieve results, keeping others informed of your progress. You persevere with your work tasks, displaying tenacity to see tasks through to completion. You display personal resilience to overcome obstacles and challenges, seeking support from your manager when necessary.

To **deliver on high leverage areas**, you consciously adopt the mindset **“Some actions are more powerful than others.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
<p>You focus on delivering the task and goals set by your manager and seek to understand why parts of your work get prioritised.</p> <p>You approach your work methodically to ensure the timely delivery of your team's priorities.</p>	<p>You are able to explain why parts of your work are prioritised.</p> <p>You respond positively to changing priorities by shifting your work order to achieve outcomes.</p> <p>You plan and schedule your tasks, managing competing priorities to ensure you complete work on time and do not hamper progress.</p>	<p>You understand the priorities of your work and share your understanding with your peers.</p> <p>You identify and effectively manage your own competing priorities.</p> <p>You ensure high leverage tasks take priority without compromising operational excellence elsewhere.</p>
<p>You seek quicker and smarter ways of doing your own work that do not compromise on quality.</p>	<p>You willingly share your knowledge about how to improve work outcomes and encourage your team to do the same.</p>	<p>You are part of generating ideas and solutions to find better ways of achieving results.</p> <p>You share what you have learnt from mistakes and failures with others.</p>
<p>You view obstacles as a challenge and take steps to overcome these to achieve goals.</p>	<p>You use obstacles and setbacks as learning points for yourself and others.</p>	<p>You proactively share your knowledge in overcoming obstacles and setbacks to achieve collective improved results.</p>
<p>You seek guidance to enhance your resilience and cope with stressful circumstances.</p>	<p>You sustain a resilient approach and remain motivated in the face of setbacks and challenges.</p>	<p>You maintain a high level of resilience.</p> <p>You are positive and professional in your approach at all times even when under pressure.</p>



Personal Leadership

Expected behaviour: Build capability

The expected behaviour is to **build capability**, consciously adopting the mindset **“We are only as good as our people.”**

You actively contribute to the development of your team’s capability, ensuring you support your team members. You provide technical and professional support to your peers, making time to mentor others in your team.

You engage in processes and activities that grow the team’s capability and effectiveness. You are approachable and receptive to all members of your team. You acknowledge the value of diversity in your team, and support the promotion of diversity and inclusion in the sector.

You recognise your role in and contribution to creating a healthy culture in your team environment.

To **build capability**, you consciously adopt the mindset **“We are only as good as our people.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You learn from your team members, recognising their skills and experiences as invaluable in enhancing your own capability.	You intentionally learn from others and share relevant skills, knowledge and experiences with your team members.	You contribute to the development of your team members by proactively sharing learnings and opportunities to learn.
You understand the value of and participate in team development opportunities and practices as required.	You actively participate in and contribute to team development opportunities and practices.	You role model what you learn from team development opportunities.
You understand the importance of sharing your technical skills and knowledge to build capability across your team.	You ensure your technical expertise is relevant and available to your team and colleagues.	You support your team and colleagues by providing professional and technical advice.
You accept and appreciate individual differences, acknowledging that people learn and understand in different ways.	You embrace team diversity and seek to understand the perspectives of others to ensure all learning and development are relevant and easily received.	You advocate for diversity in your team and recognise its contribution in providing a range of learning experiences.
You take responsibility for your personal wellbeing and support a healthy culture.	You encourage others to take responsibility for their personal wellbeing, and actively contribute to enhancing and maintaining a healthy culture.	You advocate for and role model personal wellbeing practices that develop and sustain a healthy culture in your team.



Personal Leadership

Expected behaviour: Embody the spirit of public service

The expected behaviour is to **embody the spirit of public service**, consciously adopting the mindset **“We do everything for the public good.”**

You display and embody the spirit of public service in all your decision making, interactions and professional activities.

You show empathy and compassion, integrity and humility. You are excellence oriented and deliver results for your team.

You promote and show respect for the sector in completing your tasks and recognise that your interactions and service delivery have a direct impact on the reputation of the sector.

You complete your work practices in accordance with the policies and procedures of your work area, seeking clarification and guidance as necessary.

You role model respect for the spirit of service, and encourage and support your peers to consistently behave in line with the ethics of the sector.

To **embody the spirit of public service**, you consciously adopt the mindset **“We do everything for the public good.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You acknowledge that your work colleagues have their own unique pressures to deal with.	You demonstrate empathy for the wellbeing of those you work with.	You demonstrate empathy for the wellbeing of those you work with and other stakeholders through all your actions and interactions.
You act with integrity.	You display a commitment to integrity by following through on responsibilities, promises and obligations.	You influence those around you to act with integrity.
You pay attention to, focus on and actively listen to everyone.	You listen without prejudice and role model this approach, encouraging your team to do the same.	You allow space for others to have a voice and be heard. You remain open minded and are willing to change your opinions on the basis of a compelling argument.
You take personal responsibility to ensure your work is of high quality.	You identify where there are opportunities to improve the quality of your work. You role model this approach and encourage your team to do the same.	You implement solutions that improve the quality of work.
You show respect for your work area and operate ethically.	You show respect for your agency and operate ethically.	You influence those around you to respect the sector and operate in an ethical manner.
You recognise that your individual reputation is linked to and affects the reputation of the agency and sector.	You ensure your behaviour and that of your team uphold the reputation of the agency and sector.	You contribute to building and maintaining the good reputation of the agency and sector by behaving ethically and appropriately, encouraging others to do the same.



Personal Leadership

Expected behaviour: Lead adaptively

The expected behaviour is to **lead adaptively**, consciously adopting the mindset **“I am forever curious, forever learning.”**

You are continually learning and adjusting your approach to be effective in the changing work environment.

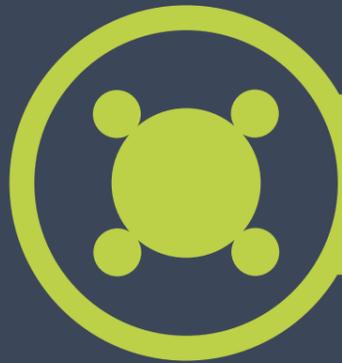
You lead adaptively by acknowledging the impact of your work style on others in your team. You seek ways of modifying your behaviour to improve your effectiveness with your manager and team members. You acknowledge the importance of understanding yourself and your work preferences, exploring your strengths, weaknesses and potential blind spots with your manager.

You demonstrate a willingness to extend your knowledge, skills and technical expertise to support your development, seeking guidance when necessary. You participate in learning opportunities, reflect on your learnings and, with appropriate support, actively implement them.

You are responsive to change in your work environment. You regularly seek feedback on your performance and practices from your manager and peers, and respond appropriately.

To **lead adaptively**, you consciously adopt the mindset **“I am forever curious, forever learning.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You recognise the importance of personal and professional development. With guidance, you develop personal and professional goals and work towards achieving them.	You take responsibility for your own development journey and make appropriate development plans and goals, seeking guidance when necessary.	You are actively involved in identifying and implementing your own development plan to support your current and future development needs.
You are inclusive and able to work with a diverse range of people.	You understand and acknowledge how your work style affects your team and make adjustments accordingly. You encourage your team to do the same.	You provide input into changes in work tasks and situations to enhance your team’s effectiveness. You role model and promote inclusion in your team.
You seek feedback to enhance your understanding of your strengths, limitations and development needs.	You recognise the importance of self awareness, actively working with your manager to understand your strengths, limitations and blind spots.	You seek and respond positively to feedback, recognising the opportunity to develop a heightened understanding of yourself. You continuously reflect on your performance.
You demonstrate a willingness to learn and extend your knowledge and skills.	You invest in relevant learning to support your focus on current task execution and delivery. You proactively seek opportunities to build your capabilities.	You actively pursue and participate in opportunities for continuous development and to improve your expertise. You maintain the currency of your technical and professional skills.
You are receptive to changes and understand your own response to change.	You respond positively to changes related to operational requirements and work practices, and move to implement those changes.	You act as a change agent. You encourage and support team members to overcome their resistance to change.
You engage in self reflection practices after issues arise.	You build self reflection practices into your routine by investing appropriate time to develop your self awareness.	You intentionally reflect on yourself and your approach.



Leading Others

Context summary

Leadership in this first formal positional leadership context is about motivating and enabling others to deliver high quality work that contributes to the agency.

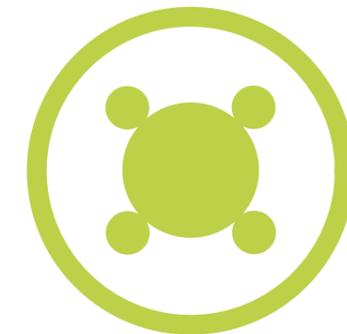
Leaders need to balance time between doing the work and coaching, guiding and developing others. They need to prioritise the success of others over their own individual contributions.

This is the first context where leadership is expressed in 2 parallel pathways – people leaders and knowledge leaders. People leaders are focused on leading and managing people while knowledge leaders are focused on leading and managing specialised knowledge and technical expertise.

Regardless of the focus, both get the work done by enabling, supporting and influencing others. This requires a significant shift in thinking from ‘doing’ to supporting others to ‘do good work’. They are accountable for ensuring delivery on the range of projects and responsibilities within their remit.

They consider present and future needs when allocating time to the team and projects they lead. They articulate how work is to be done, providing clear direction and giving feedback.

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Lead collectively	pg 31-32
Think through complexity	pg 33-34
Dynamically sense the environment	pg 35-36
Deliver on high leverage areas	pg 37-38
Build capability	pg 39-40
Embody the spirit of public service	pg 41-42
Lead adaptively	pg 43-44





Leading Others

Overview

Leadership in this context involves leaders:

- executing the current business plan while planning for up to a year ahead
- getting results with and through others
- working on several problems at once, dealing with ambiguous goals and competing priorities
- working and leading in culturally informed ways
- prioritising coaching, guiding and developing others for success
- building relationships up, down and across the agency that benefit their team and/or domain of expertise
- modelling expected behaviours and encouraging others to do the same.

People leaders also:

- spend more time managing others and less time completing technical and professional work themselves
- see the success of their direct reports and their team as the priority
- set the team climate.

Knowledge leaders also:

- spend more time training others, developing their own depth of knowledge and communicating to a broad range of stakeholders
- deliver results through their personal expertise and ability to develop the required skills in those around them
- are seen as specialists in their domain of expertise
- communicate technical knowledge to colleagues in a clear, engaging and motivating way.

Development in this context focuses on leaders:

- motivating, influencing and coaching others
- measuring performance of people and projects
- enhancing expertise in their knowledge domain.

Leaders in this context spend the majority of time:

- planning the workload, setting priorities and monitoring outcomes.
- deepening the knowledge, skills and experience associated with their domain of expertise and developing a strong network of expert peers
- communicating with all stakeholders and collaborating with peers
- monitoring workflows and, if problems emerge, redirecting efforts in a timely manner.

Allocating time to communicate with direct reports and see them in action is an additional focus for **people leaders**.

Leaders in this context contribute to the work of others by:

- building open and multidirectional lines of communication
- being approachable and available to others
- sharing their knowledge and skills
- creating a respectful and supportive environment.

Transitioning to the next leadership context

The fundamental shifts that occur during the transition from the Leading Others context to the Leading Leaders context include:

- focusing on longer term operational and organisational planning, typically one to 3 years
- pursuing a number of different projects/resources simultaneously and ensuring these remain aligned to agency goals
- identifying trade offs between tasks and projects to maintain progress
- acting with customers in mind when designing solutions
- proactively reaching out to key stakeholders
- developing capability to communicate upwards, downwards and across.

People leaders

For people leaders, the focus shifts to taking responsibility for a number of leaders. They become skilled in selecting, developing and coaching the next generation of leaders, and developing long term goals for a sustainable agency. They move to:

- applying core leadership and influencing skills
- being held more accountable for results and the impact of work rather than the tasks themselves
- problem solving that considers organisational, political and financial factors.

Knowledge leaders

For knowledge leaders, the focus shifts to supporting strategy across a variety of work areas. This also applies to those who move from people leadership roles to knowledge leadership roles at this transition point. They move to:

- contributing significantly to and/or leading the development of their own domain of expertise
- being recognised for their expertise in the agency
- seeing how their contribution links to the success of the agency
- considering organisational, political and financial matters rather than only the optimal technical solutions.

Challenges of transitioning to the next leadership context

People leaders

People leaders need to learn how to motivate and guide rather than command. If they do not transition well, they may have difficulty delegating as well as managing poor performance and silos in their team. This means they must move away from relying on their operational capability to relying on core leadership skills. They need to take responsibility for staff who deliver the agency's services.

Knowledge leaders

Knowledge leaders need to develop their depth and breadth of knowledge. Not only does their knowledge and expertise deepen, they must also be able to influence a broader range of stakeholders and assume responsibility for agency wide targets.



Leading Others

Expected behaviour: Lead collectively

The expected behaviour is to **lead collectively**, consciously adopting the mindset “**I am part of something bigger.**”

You understand how your work and that of your team contribute to achieving agency outcomes and fit in the sector. You recognise your role in delivering value for the future of Western Australians.

You link the work of your team and your domain of expertise to the agency’s objectives and can explain this linkage clearly to others. You coach those you influence so they connect their work with the operations of the agency.

You work proactively to create shared thinking and understanding across your team. You monitor the impact of your decisions and actions, ensuring that you continuously deliver value for the agency. You accept responsibility for contributing to the collective strategy of the agency and adopt a perspective that embraces all those you lead.

You seek to build and maintain effective working relationships with others, and are mindful of the partnerships that support your efforts to deliver value for your team and work area. You continuously seek to understand and align your work with other business areas to support an area wide perspective.

To **lead collectively**, you consciously adopt the mindset “**I am part of something bigger.**”

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You understand and are able to explain how your work and that of your team* aligns with the deliverables expected of your work area.	You communicate how your work and that of your team deliver on the agency’s strategy and add value to the agency and community.	Drawing on your understanding, you are able to contribute to planning and implementing operational deliverables for your work area.
You set objectives and organise people and activities to ensure the best use of time and resources.	You ensure objectives you set demonstrate connections between the work of your team/domain of expertise and other business areas.	You set objectives that demonstrate connections between your work and broader agency priorities.
You deal with issues arising in your team that impact its ability to function effectively, and consider how these issues may impact other teams.	You apply a broader view and are responsive in addressing issues in your team that could impact other teams.	Your proactive approach to identifying and addressing issues supports your efforts to explore opportunities to collaborate across the agency.
You proactively check the progress of your team in delivering tasks and goals.	You monitor progress of your team’s work, ensuring it is contributing to delivering operational excellence.	You build practices that enable others to monitor progress to ensure they deliver excellence for the agency.
You implement processes and make time to build and nurture productive working relationships in your team and across the agency.	You proactively identify, build and nurture key relationships with other teams and leaders across the agency that support your team’s operational effectiveness.	You seek out new connections to build your network, nurturing productive working relationships with internal and external stakeholders.
You lead your team to provide high quality service or specialist advice. You maintain high levels of productivity by setting standards and keeping the team focused on delivering outcomes.	You lead your team to deliver high quality service or specialist advice. You maintain productivity and achieve milestones through motivation, connection to work and coaching when required.	You lead your team to identify opportunities to improve processes that enhance the quality of service and advice delivered, and to be peak performers in their field.
You share knowledge and expertise with your team to create shared understanding and to strengthen teamwork.	You proactively share knowledge and expertise with your team and colleagues to create shared understanding and identify areas for collaboration.	You look for opportunities to partner with relevant colleagues to create broader knowledge and expertise across many business areas of the agency.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.



Leading Others

Expected behaviour: Think through complexity

The expected behaviour is to **think through complexity**, consciously adopting the mindset **“There is more than one solution.”**

You think critically and strategically to solve problems and enhance effectiveness across your team or work area.

You use your skills, experience and knowledge to anticipate and identify problems. You approach problems with curiosity, seek to understand and identify the root causes of problems and initiate solutions with confidence.

You are comfortable with multiple levels of data and extract the essential information related to the task. You draw on information from an array of sources, applying your judgement and technical expertise to identify what is relevant and important. You are confident in making decisions, seeking guidance from others as necessary.

You support your team or work group to take a solutions focused approach, intervening only when necessary with technical knowledge to ensure application of robust knowledge and customer orientation. You understand and respect the need for compliance to minimise risk in your work and ensure your team complies with the required policies, procedures and processes.

To **think through complexity**, you consciously adopt the mindset **“There is more than one solution.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<p>You demonstrate behaviours that are evolving and starting to add value in this context.</p>	<p>You demonstrate behaviours that are appropriate for this context and have room to grow.</p>	<p>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</p>
<p>You understand the questions you need to ask to identify the root cause of a problem.</p> <p>You analyse and accurately summarise large volumes of data and information.</p> <p>You can articulate the issue and impact clearly.</p>	<p>When you identify the need for more information, you know who to ask and where to look to better understand the root cause of a problem.</p> <p>You analyse multiple levels of information, extracting what is essential to provide an overview and keep others informed.</p>	<p>You explore and investigate the problem and contributing factors to identify the root cause.</p> <p>You know when to seek alternative viewpoints and expertise.</p>
<p>You make evidenced based recommendations and decisions that support the team's* priorities.</p> <p>You can articulate the reasons for your decisions and identify the impacts they may have.</p>	<p>You are able to confidently make decisions and explain the impact of these decisions on the team and work area.</p> <p>You delegate appropriate operational decisions to your team and support them to make considered choices.</p>	<p>You are able to articulate the rationale behind your decisions to your team, senior leaders and stakeholders.</p> <p>You are able to connect the rationale for the decisions to the broader work area's strategic priorities.</p>
<p>You create an environment that encourages your team to identify problems and generate possible solutions.</p>	<p>You use your knowledge, skills and experience, thinking systematically to consider and discuss the feasibility of all possible solutions with your team.</p>	<p>You coach your team to come up with multiple solutions and make problem solving a highly collaborative practice.</p> <p>You use a high degree of technical expertise to evaluate the feasibility of all possible solutions and remain open to innovative solutions.</p>
<p>You understand the risk of non-compliance and manage risk by aligning your work practices and those of your team to the agency's risk policies and procedures.</p> <p>You work with your team to identify and understand the risks involved in their daily work.</p>	<p>You contribute to risk prevention by working with your team to identify improvements so risk is minimised and re-occurrence prevented.</p> <p>You escalate issues to your manager as necessary, informing them early on.</p>	<p>You coach your team to become attuned to risk by openly talking about risk and the impact of less favourable outcomes.</p> <p>You contribute to risk mitigation strategies by keeping your manager appropriately informed of areas exposed to risk and suggest possible mitigation strategies.</p>

* Use of **team** in this context can mean the people or knowledge area you lead or manage.



Leading Others

Expected behaviour: Dynamically sense the environment

The expected behaviour is to **dynamically sense the environment**, consciously adopting the mindset **“There is always more to the story.”**

You listen to, understand and recognise the needs of others in your work environment.

You adapt your approach to changes in the work environment that affect or may impact the ability of your team or work group to deliver outcomes. You seek to understand the root cause of problems by investigating multiple sources of information. Your approach is to seek a shared understanding among your team and peers and your own leaders.

You continually clarify objectives and provide guidance where necessary. You approach your team, colleagues and work environment with a positive and open mind, acknowledging that your approach may not be the only effective approach. You communicate clearly and concisely to ensure a shared understanding.

You approach crucial conversations with consideration and confidence, and discuss issues and problems thoughtfully. You adapt your communication style to target audience to influence or persuade.

To **dynamically sense the environment**, you consciously adopt the mindset **“There is always more to the story.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You gather and filter information from multiple sources to enhance your and your team’s* understanding of the work environment.	You observe changes in the working environment that impact your team’s work. You communicate the issues and adapt your team’s approach to maximise outcomes.	You make judgements about situations based on the range of information you have gathered. You arrive at solutions that cater to the needs of multiple stakeholders.
You seek to understand your broader work environment and use relevant information and logic to construct arguments to inform your decision making.	You keep informed of current practices and theories, and stay connected to your broader work environment. You go beyond technical information to convince others of alternative solutions.	You use your understanding of the broader environment to enable your team to move towards potential opportunities and develop solutions beyond those that are immediately obvious.
You communicate your technical knowledge effectively, showing an understanding of your operating environment.	You recognise that others rely on your technical knowledge and expertise to meet their deliverables, and share your knowledge and information accordingly.	You influence decision making by communicating your technical knowledge in a way that shows you understand the broader environment.
You identify the essence of an issue and develop a persuasive case in response to the needs of the current audience. You listen to others and take their points of view into consideration.	You communicate effectively and persuasively, adjusting your communications style and method to match the environment and audience.	You communicate complicated matters to a variety of stakeholders with clarity and conviction. You demonstrate a deep understanding of the complexities of the environment.
You undertake difficult conversations when required. You take care to approach each conversation with consideration and tact.	You confidently engage in difficult conversations in your team or work group to deal with emerging issues. You withhold judgement, action and advice until you are confident you fully understand the issues.	You foster an environment of trust in your team or work group, enabling them to engage in difficult conversations. You create a shared understanding of issues and problems, and determine the appropriate path forward.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.



Leading Others

Expected behaviour: Deliver on high leverage areas

The expected behaviour is to **deliver on high leverage areas**, consciously adopting the mindset **“Some actions are more powerful than others.”**

You pursue with tenacity the high leverage priorities that are essential to your work and agency.

You identify and understand the competing priorities of your work area, prioritising essential tasks and making adjustments as appropriate. You assign tasks and delegate appropriately.

You train others to think about their work and how it relates to high leverage areas, and monitor the implementation and completion of tasks. You drive high quality performance in your team or work area by setting clear and shared objectives. You continually improve all aspects of your work area, keeping an open mind to explore innovative alternatives.

You persevere with determination to achieve your goals and those of your team or work group. You identify obstacles early and navigate setbacks as they arise. You demonstrate resilience and expertise to achieve results for your work area. You model healthy work practices and encourage behaviours that foster a healthy culture.

To **deliver on high leverage areas**, you consciously adopt the mindset **“Some actions are more powerful than others.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
With an understanding of your area’s priorities, you set clear performance objectives for your team* and ensure everyone is kept on track.	You set clear performance objectives for your team, and adjust priorities and timelines in response to changes in direction or focus.	You identify the more critical activities and assignments, and adjust objectives and priorities in keeping with the agency objectives.
You allocate your time appropriately to allow for completing your work and overseeing the work of your team.	You allocate and monitor the tasks in your work area, ensuring the goals set are achieved on time and to a high standard.	You set in place processes to intentionally collect and review data on a regular basis to monitor the progress and quality of outcomes. You anticipate needs and obstacles, making necessary adjustments to plans as you go.
You try different and innovative ways to deal with problems and opportunities with a focus on delivering the priorities set for your team.	You focus on identifying efficiencies to optimise systems and processes that improve the performance and delivery of your team’s priorities.	You foster a team climate of continuous improvement and solutions focused thinking, and develop a shared purpose as you pursue your team’s priorities.
You navigate setbacks and challenges, and respond positively to short term stressful circumstances.	You sustain a resilient leadership approach and remain motivated in the face of setbacks and challenges.	You foster a growth mindset** in yourself and those around you to keep upbeat and motivated in the face of adversity. You reframe setbacks as learning and improvement opportunities.
You continually develop your understanding of standards and priorities to contribute to improved outcomes.	You constructively question and challenge existing standards and priorities to improve the outcomes of your team or work area.	You use knowledge and expertise to influence stakeholders in understanding when standards and priorities need to be adjusted to improve outcomes.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.

** A **growth mindset** is when people believe that their most basic abilities can be developed through dedication and hard work – brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment. Professor Carol Dweck, 2006



Leading Others

Expected behaviour: Build capability

The expected behaviour is to **build capability**, consciously adopting the mindset **“We are only as good as our people.”**

You contribute to the development of those in your team or work area by understanding their current capabilities and striving to develop them further. You clarify your expectations of those in your team; monitor their performance; and support their growth and development through feedback, on the job training, coaching and other opportunities.

You proactively encourage your team to seek learning opportunities, empowering and guiding them to create and take ownership of their own development pathways. You lead development and focus on processes and activities in your team and domain of expertise.

You embrace a diverse team and draw on the unique strengths of each member. You visibly promote the value of diversity in the team, supporting the processes and policies of the sector. You understand your role as a leader in fostering a healthy workplace across your team or work area that aligns with creating a positive culture in the sector.

To **build capability**, you consciously adopt the mindset **“We are only as good as our people.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
<p>You set and role model the performance expectations of your team* and monitor your own performance and that of each team member.</p> <p>You schedule regular check-ins to discuss performance and progress, and provide feedback to individual team members.</p>	<p>You clearly describe how the team achieves high performance and what success looks like. You monitor performance and engage with your team regularly.</p> <p>You provide meaningful individual feedback against performance expectations and identify opportunities for development.</p>	<p>You create a shared understanding of role and performance expectations across the team to entrench a focus on high performance.</p> <p>You encourage and coach the team to adopt behaviours that facilitate high performance, and develop a culture of feedback throughout your team.</p>
<p>You understand the need for development and actively encourage others to engage in a variety of development and training, and to seize opportunities as they arise.</p>	<p>You encourage team members to understand their own areas for development. You empower team members to identify and pursue opportunities to enhance and extend their learning.</p>	<p>You create an environment that supports a focus on learning and improvement. You provide feedback, on the job training, coaching and development experiences.</p>
<p>You identify and acknowledge the unique contribution each individual in your team brings.</p>	<p>You provide structured opportunities for each individual to further develop their strengths as well as identify and manage their areas of development.</p>	<p>You ensure your senior leaders are aware of each individual’s contribution to the agency’s success.</p> <p>You ensure the agency and the sector benefit from each individual’s talent, and encourage them to pursue relevant opportunities.</p>
<p>You accept, respect and value the individual differences in your team and acknowledge that people approach the world from different perspectives.</p>	<p>You promote diversity and inclusion in your team and actively seek opportunities to develop the team’s understanding of diversity.</p>	<p>You demonstrate the ability to effectively manage a diverse group of people, drawing on the unique strengths of individual team members and actively promoting inclusive practices.</p>
<p>You bring awareness to how wellbeing at work contributes to the success of the team.</p> <p>You integrate practices that support the wellbeing of your team.</p>	<p>You understand your team’s needs and encourage them to undertake practices that support wellbeing.</p> <p>You develop a positive and healthy culture in your team.</p>	<p>You recognise your role and contribution in shaping a healthy and positive culture in your team.</p> <p>You champion healthy work practices and model this through personal practice.</p>

* Use of **team** in this context can mean the people or knowledge area you lead or manage.



Leading Others

Expected behaviour: Embody the spirit of public service

The expected behaviour is to **embody the spirit of public service**, consciously adopting the mindset **“We do everything for the public good.”**

You display and embody the spirit of public service in all your decision making, interactions and professional activities.

You embody the spirit of public service by displaying empathy and compassion, integrity and humility. You encourage others to perform beyond expectations and deliver results for your area, acknowledging and rewarding excellent performance.

You ensure your work practices and those of your team or work area are in accordance with the policies and procedures of your agency. You lead by example, promoting and role modelling behaviours and respect for others in all aspects of your work, thereby protecting your reputation and that of your team or work area, agency and the sector.

You take responsibility for aligning others with prescribed work practices and act ethically, continually reinforcing the spirit of public service.

To **embody the spirit of public service**, you consciously adopt the mindset **“We do everything for the public good.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You demonstrate empathy for the wellbeing of those you lead.	You demonstrate empathy, care and support for the wellbeing of your stakeholders and those you lead and influence.	You demonstrate empathy, compassion and care for how your decisions impact others and encourage others to do the same.
You influence those you lead to act with integrity, leading by example in all your actions and interactions.	You act with integrity in all your decisions, actions and behaviours, and take responsibility for outcomes.	You guide those you lead to develop an understanding of how demonstrating integrity shapes the team’s* approach to its work.
You are open minded and willing to change your opinions on the basis of a compelling argument from those you lead.	You demonstrate the ability to change your opinions and provide direction to others in a manner that displays humility.	You are recognised by your team and stakeholders as a leader who demonstrates humility.
You intentionally implement solutions for your team that provide high quality outcomes.	You display a genuine passion for the way your team delivers high quality outcomes and seeks to deliver value in its work.	You champion the pursuit of excellence across your team.
You ensure team members act ethically and in line with the policies and procedures of the agency and sector.	You model the way by acting ethically and in line with the policies and procedures of the agency and sector.	You reinforce a culture of taking personal ownership for acting ethically and in line with the policies and procedures of the agency and sector.
You value the good reputation of your team and the agency; and ensure your decisions, actions and interactions act to uphold it.	You contribute to building and maintaining the good reputation of your team and the agency.	You coordinate work activities in a manner that further improves the reputation of your team and the agency.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.



Leading Others

Expected behaviour: Lead adaptively

The expected behaviour is to **lead adaptively**, consciously adopting the mindset “**I am forever curious, forever learning.**”

You are continually learning and adapting your personal style and approach to be effective in the changing work environment.

You proactively extend your knowledge, skills and expertise to ensure your contribution continues to add value. You acknowledge the impact of your work style and behaviours on others, modifying them when appropriate to enhance collective performance. You seek to develop your self awareness, reflecting regularly on your approach, strengths, weaknesses and blind spots.

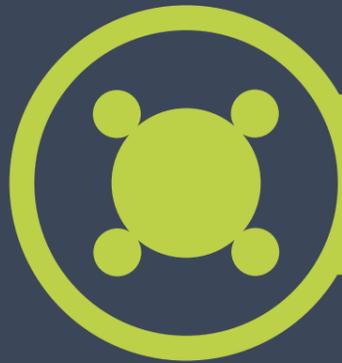
You take responsibility and accountability for your own development pathway, seeking guidance when necessary to identify appropriate development goals and plans. You proactively participate in learning opportunities, reflect on your learnings and, with appropriate support, actively implement them. You identify and engage with mentors and/or coaches who support your development as a leader. You seek feedback from a range of sources and use it to enhance your personal effectiveness.

You embrace change in your work area. You lead others through changes with strength and understanding, and support those who are challenged by change. You share your learnings, encouraging an environment of continuous learning and growth.

To **lead adaptively**, you consciously adopt the mindset “**I am forever curious, forever learning.**”
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You maintain consistency in your leadership approach and model inclusivity in your interactions.	You acknowledge how your workstyle and behaviours impact others. You modify your leadership approach as required to ensure everyone is included appropriately.	You intuitively adapt your leadership approach to maximise outcomes for your team*. You demonstrate commitment to being inclusive in your leadership actions.
You understand your strengths and areas for development, and demonstrate self awareness with a focus on your growth.	You demonstrate self awareness and intentionally promote its value. You actively reflect on your approach, strengths and limitations. You support your team members to embed similar practices.	You demonstrate a heightened understanding of self. You consider feedback and use this to improve your leadership. You actively seek opportunities to trial new approaches and methods.
You actively seek learning opportunities to support your development and currency in your profession.	You take responsibility for your own development journey. You verify personal development plans and goals by seeking regular feedback.	You drive your own development pathway, seeking mentors and coaches who stretch your current capabilities.
You seek feedback to learn, grow and improve.	You seek feedback from your team and others, adjusting your behaviour accordingly.	You seek feedback from a number of sources on areas for development and improvement, and act on this information.
You provide timely and constructive feedback to team members.	You provide timely and constructive feedback to team members, coach for improvement and monitor change.	You embed both formal and informal feedback processes in your team. You monitor for change across your team.
You are open to new experiences and different ideas and practices.	You support and implement change initiatives in your team to meet your objectives.	You use your technical expertise and/or leadership skills to lead change initiatives and model adaptive leadership practices.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.



Leading Leaders

Context summary

Leadership in this context is about getting results through leaders and their teams in a single business area, and by influencing leaders in other business areas.

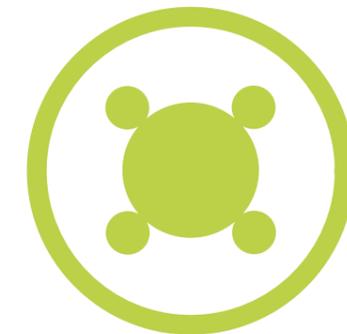
Leaders create a culture of high performance and accountability while embedding best practice. They add value by providing direction, and developing and coaching their leaders to achieve operational objectives.

Leaders typically no longer act as individual contributors. They shift their thinking from supporting others to do good work to influencing leaders in other business areas.

They make decisions about how services should be provided based on the resources at hand. They make trade offs between current work and potential future work.

They focus on attracting and developing the next generation of leaders and experts to ensure agency sustainability.

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Lead collectively	pg 49-50
Think through complexity	pg 51-52
Dynamically sense the environment	pg 53-54
Deliver on high leverage areas	pg 55-56
Build capability	pg 57-58
Embody the spirit of public service	pg 59-60
Lead adaptively	pg 61-62





Leadership in this context involves leaders:

- contributing to the strategic intent of their business area
- developing plans for the short and medium term
- embedding good professional practice in their business area and achieving results through leading best practice
- shifting thinking to include broad strategic knowledge of the work of the agency
- working and leading in culturally informed ways
- being skilled in influencing without formal authority
- displaying a significant depth of knowledge in their domain of expertise
- allocating time and improving their ability to coach, mentor and develop others.

The differences between people leaders and knowledge leaders are amplified in this context.

People leaders also:

- support their leaders to enable their teams to deliver excellence
- guide their leaders to decide how services can be undertaken by their teams to realise strategic goals
- align their leaders and teams with the strategic directions of the agency.

Knowledge leaders also:

- display a significant depth of knowledge in their domain of expertise and a broad understanding of the work of the agency
- are recognised as credible knowledge leaders in their domain of expertise
- are skilled in influencing without line management authority.

Development in this context focuses on leaders:

- further developing their core managerial and leadership skills, primarily their coaching ability
- shifting thinking from their domain of expertise to the broader agency
- being cautious about promoting technical expertise over leadership capability in their business area.

Leaders in this context spend the majority of time:

- enhancing their domain of expertise and embedding good professional practice in their teams
- coaching the next generation of leaders and experts
- making decisions about priorities of current work against potential future work
- communicating effectively with those in their business area and/or with a broad variety of stakeholders.

Leaders in this context contribute to the work of others by:

- motivating and inspiring team members
- setting a challenging yet achievable standard of excellence and offering necessary coaching to achieve it
- advancing the strategy of the agency through their own depth of knowledge as well as by developing the expertise and capability of those they influence.

Transitioning to the next leadership context:

During the transition from the Leading Leaders context to the Multiple Area Leader context, leaders need to develop skills for managing whole business areas. These includes executing strategy across multiple business areas and recruiting talent to meet the needs of each business area. They need to become skilled at turning agency strategy into tangible operational goals and objectives for their business areas.

The fundamental shifts that occur during the transition include:

- pursuing multiple strategies and adapting them when necessary
- maintaining operational excellence by coordinating the work of direct reports and the knowledge specialists they are working with
- translating longer term agency objectives into operational strategies for each business area.

People leaders

Transitioning for people leaders means focusing on:

- keeping their leaders working together to deliver on time and on budget
- designing solutions that are effective for multiple end users
- mobilising people across the agency towards new solutions
- applying a strategic mindset to their domain of responsibility
- assuming responsibility for agency targets and goals.

Knowledge leaders

Transitioning for knowledge leaders means focusing on:

- broadening their domain of expertise so they are seen as having knowledge that is both deep and broad
- facilitating the interaction between specialists in the agency and their relationships with multiple stakeholders
- influencing key agency priorities and strategy by providing insights for executive decision making
- being recognised in the agency and their domain of expertise as having knowledge leadership that is national – and to some extent – global
- contributing to building a competitive edge through knowledge leadership.

Challenges of transitioning to the next leadership context

The most difficult aspect of this transition is that leaders are required to develop a business mindset, understanding how to manage more than one business area and influence agency strategy. If they do not transition well, they may have difficulty embracing a strategic rather than operational and project orientation, have a low tolerance for what is unfamiliar and ambiguous, and demonstrate ineffective delegation and communications skills.



Leading Leaders

Expected behaviour: Lead collectively

The expected behaviour is to **lead collectively**, consciously adopting the mindset **“I am part of something bigger.”**

You contribute to achieving the outcomes of your agency and understand the impact on the sector.

You are able to translate and communicate the agency’s objectives into strategic projects and key performance areas for your leadership teams. You communicate the connection between your work and the sector. You coach those you lead and influence to align their practices and understand how their contributions add value. You consider the impact of the decisions you make on those you lead and those in your business area.

You identify key stakeholders and build relationships and networks, leveraging these to meet the agency’s objectives. You continuously seek to align your work to support an agency wide perspective. You focus on aligning goals and purpose across different teams in the agency, seeking opportunities for cross agency collaboration.

To **lead collectively**, you consciously adopt the mindset **“I am part of something bigger.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You consider and weigh up the impact and consequences of your decisions on your team*. You actively resolve potential conflicts between functions.	You consider and weigh up the impact and consequences of your decisions on your team and on the strategy of the agency.	You anticipate the impact and consequences of your decisions on your team and business area, and the strategy of the agency. You make decisions based on understanding the intended and unintended consequences on the agency.
You set and communicate clear objectives for your leaders to ensure they are aligned to the operational strategy of the agency.	You coach your leaders to recognise the connections between their work and the sector as they set their own objectives.	You ensure your leaders understand the importance of considering the broader impact of their actions on the agency when setting objectives.
You provide clear guidance to your teams to deliver operational excellence.	You articulate the operational objectives for your leaders, linking them to agency goals and ensuring their ability to deliver operational excellence.	You shape the operational goals of your business area to align with the goals of the agency by setting key performance criteria and clear objectives for those you lead.
You draw on your own and others’ knowledge and expertise to take action that adds value to the work your business area delivers.	You draw on your own and others’ knowledge and expertise to introduce and incorporate best practices to allow your business area to deliver value adding services.	You confidently apply deep knowledge and expertise to identify and communicate opportunities for continuous improvement to deliver value.
You identify and maintain relationships with key stakeholders to achieve desired outcomes.	You actively extend networks with multiple key stakeholders and use these to achieve objectives.	You strategically build networks and high quality relationships with key stakeholders, leveraging these to achieve objectives.
You engage and collaborate with others across the agency.	You seek out opportunities to collaborate and connect across the agency, sharing and using your own expertise or that of your team.	You strategically identify and contribute to opportunities for collaboration across the agency to break down silos and deepen collective expertise.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.



Leading Leaders

Expected behaviour: Think through complexity

The expected behaviour is to **think through complexity**, consciously adopting the mindset “**There is more than one solution.**”

You think critically and strategically to solve problems and enhance effectiveness.

You use logical analysis to think through complexity and differentiate essential and non-essential information. You use systems thinking* and see the bigger picture, breaking it down into prioritised components.

You can summarise large volumes of data, extracting the essential information and translating it for your target audience. You are able to interrogate information from a wide array of sources and use criteria to evaluate its merits.

You are up for the challenge of solving problems without obvious solutions. You apply your knowledge and expertise to understand problems from parallel perspectives so you identify fit for purpose solutions. You support your business area to be solutions focused even when the solutions may not seem obvious to them.

You respect and oversee policies and processes related to risk and ensure your business area complies with agency and sector requirements. You identify potential opportunities to further mitigate risk and communicate these opportunities upwards to deliver continuous improvement of agency and sector work practices.

To **think through complexity**, you consciously adopt the mindset “**There is more than one solution.**”
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You investigate the problem and contributing factors to identify the root cause of the problem. You know when to seek alternative viewpoints or expertise.	You tackle complexity by breaking down the task into smaller parts, seeing both the broader picture and component parts so they can be prioritised. You acknowledge and understand how the component parts work in isolation and interrelate.	You process different and competing information in parallel to create the big picture and identify the best possible solution.
You widen your gaze to gather all available information from a range of sources. You integrate and summarise the most relevant data and information.	You summarise large volumes of data, extract the essential information and translate the key strategic elements for your target audience.	You navigate and summarise large volumes of data with ease, quickly and efficiently identifying the relevant information to get to a sustainable solution.
You identify when procedures are limiting outcomes and problem solve possible solutions. You empower your team* to do the same.	You identify and take action when procedures are limiting outcomes. You implement ways to address this and seek opportunities for improvement and to mitigate risk.	You consult with leaders/ experts and implement change to continuously improve procedures that are limiting outcomes and/or increasing risk.
You recognise and communicate the importance of risk mitigation strategies in your teams.	You lead by example by overseeing and implementing plans, policies and procedures for risk mitigation. You take the time to understand legislative and corporate requirements to ensure they are met.	You reduce risk through mitigation strategies, continually reviewing processes and enabling your teams to do the same.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.

* **Systems thinking** is the process of understanding the whole and the parts at the same time. It recognises there are multiple interventions to complex problems and requires individuals to determine the best way forward for the benefit of the organisation as a whole.



Leading Leaders

Expected behaviour: Dynamically sense the environment

The expected behaviour is to **dynamically sense the environment**, consciously adopting the mindset **“There is always more to the story.”**

You understand the societal, political and economic changes that may affect your ability to deliver results.

You read patterns, trends and or connections – both internal and external to your work environment – that impact the work of your business area. You actively listen to, understand and recognise the needs of others in your work environment.

You intervene early when issues arise and take decisive action once the most viable solutions are identified. You approach problems systematically, seeking to understand and solve the root cause of problems. You consider your solutions carefully, exploring the wider impact of your decisions on your business area and the broader operations of the agency.

You communicate clearly and concisely, and translate your message for your target audience. You directly resolve conflict and approach crucial conversations with thoughtfulness, diplomacy and confidence. You recognise the importance of building professional networks, actively seeking to build relationships that enable your business area to deliver.

To **dynamically sense the environment**, you consciously adopt the mindset **“There is always more to the story.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You seek and take into consideration the views and suggestions of your stakeholders before acting.	You think and act with your stakeholders in mind when designing and optimising your work.	You demonstrate both a depth of knowledge and an understanding of the environmental factors impacting your stakeholders.
You forecast trends based on past performance and use this to inform the operational delivery of your teams*.	You read patterns, trends and connections in your environment. You understand the potential impacts, making adjustments as needed.	You make choices about the allocation of resources for established operating practices by reading emerging trends in your environment.
You make the time to understand the external environmental factors that may impact decisions.	You use environmental information you have gathered to inform your planning and decision making. You consider alternatives before allocating resources.	You use emergent societal, government and legislative trends that may affect the future viability of the agency to inform your work and the work of those you lead and influence.
You use relevant information, data and logic to construct rationale to persuade or influence a case for change.	You carefully build a case for change, prioritising areas of agreement and giving attention and energy to areas where there is disagreement.	You coach those you lead on how to understand and use data from environmental scanning to build a compelling case for change.
You use your expertise to lead a knowledge domain.	You build your leadership brand as a technical or knowledge expert in your domain of expertise.	You build a strong leadership brand as a technical or knowledge expert across the agency.
You are aware when others do not recognise your expert point of view and seek to understand their thinking.	You recognise resistance to your ideas and act to influence others to understand and consider your expert knowledge and point of view.	When there is resistance to your ideas, you adjust your communications style and use your influencing skills to enhance understanding and arrive at the best possible solution.
You deal with interpersonal conflict effectively and in a timely manner.	You resolve interpersonal conflict tactfully, recognising the influence of your approach on your success and that of your teams.	You coach those you lead to resolve interpersonal conflict in their teams. You ensure your leaders engage in and do not avoid difficult and crucial conversations.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.



Leading Leaders

Expected behaviour: Deliver on high leverage areas

The expected behaviour is to **deliver on high leverage areas**, consciously adopting the mindset **“Some actions are more powerful than others.”**

You pursue with tenacity the high leverage priorities that are essential to your work and agency.

You deliver on high leverage areas by setting clear operational objectives that align with the business area’s strategies, often without any control over the final results. You identify high leverage areas for your leaders, proactively communicating priorities and adjusting as necessary.

You delegate work appropriately, supporting and coaching your leaders to achieve outstanding results. You drive excellent performance in your teams, setting clear role and performance expectations, and ensuring a shared understanding. You focus on embedding best practice approaches and systems aligned to your agency.

You are open minded, explore innovative approaches and strive to develop a culture of continuous improvement. You persevere with determination to deliver exemplary results for your business area, supporting and encouraging your people to deliver beyond expectations. You display a positive approach to navigating obstacles and challenges to your goals. You draw on your personal resilience in the face of setbacks.

To **deliver on high leverage areas**, you consciously adopt the mindset **“Some actions are more powerful than others.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You set clear objectives that drive performance for your business area, adapting them when required.	You set clear objectives for the performance of your teams*, aligning your priorities and timelines with the agency’s objectives.	You identify and prioritise the most critical activities and assignments, and continuously adjust priorities to meet the agency’s requirements.
You allocate tasks to others to maximise productivity and outcomes. You invest time in monitoring progress and delivery of allocated work.	You strategically delegate work to your leaders and ensure tasks, activities and goals are delivered on time, on budget and to a high quality.	You determine progress towards high level performance criteria rather than specific tasks. You anticipate needs and make necessary and timely adjustments so the overarching outcome is achieved.
You seek innovative solutions to problems, embedding best practice approaches in your business area.	You embed practices in your teams to support a culture of continuous improvement by focusing on areas to drive and improve performance.	You take responsibility for creating a culture of continuous improvement. You foster the mindsets and behaviours of those you lead and influence to support this culture of improvement.
You accept challenges and setbacks as development opportunities. You seek alternatives to overcome obstacles.	You enhance the resilience of your teams and remain motivated in the face of setbacks and challenges.	You foster a growth mindset** in your business area. You promote resilience that holds up under pressure.
You develop plans that leverage relevant technical expertise available to deliver crucial outcomes.	You take a variety of needs into account when developing plans to deliver results.	When planning, you demonstrate a mature balance of technical expectations and the strategic focus of the agency to maximise results.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.

** A **growth mindset** is when people believe that their most basic abilities can be developed through dedication and hard work – brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment. Professor Carol Dweck, 2006



Leading Leaders

Expected behaviour: Build capability

The expected behaviour is to **build capability**, consciously adopting the mindset **“We are only as good as our people.”**

You contribute to the development of others in the sector.

You include people development as a key focus for your leaders and measure their performance against this. You empower those you lead and influence, encouraging their development by setting goals and providing learning assignments that stretch their capability.

You recognise and embrace your role as a coach to others, dedicating and committing the required time. You embed team effectiveness practices and recognise the importance of regular review. You support the optimisation of diversity and cohesion in your teams and across the agency, endorsing and supporting processes and policies of the sector. You understand your role in creating a healthy culture in your business area and contributing to a productive culture in your agency.

You acknowledge the current capability in the various teams, identify gaps and actively work to resolve them. You identify talent, enabling development opportunities and engaging in strategies that support talent retention in the sector. You encourage your teams to seek learning opportunities that align with their development needs. You ensure your leaders know what is expected of them by defining their role expectations and monitoring their performance.

To **build capability**, you consciously adopt the mindset **“We are only as good as our people.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You prioritise people development as a key performance area.	You act as a coach for others and reinforce the need for them to actively manage and drive their own development.	You demonstrate that people development is a key performance area for your leaders, driving their efforts to build the wider talent pipeline in your business area.
You ensure team* members know what is expected of them and monitor their performance. You ensure performance is embedded in your teams' meeting cycles.	You create a shared understanding of the performance expectations of your leaders and teams. You monitor and direct performance accordingly.	You engage in ongoing performance and feedback conversations, both formal and informal. You ensure that your leaders establish regular performance conversations with their teams.
You support your leaders to participate in professional learning and build their capability through challenging tasks and stretch assignments.	You jointly identify areas for development with your leaders and generate a variety of relevant development opportunities to build their capabilities.	You empower your leaders to identify challenging tasks and set stretch assignments to further develop their capabilities, and coach them through any challenges.
You identify gaps in capability in your teams as they arise. You select and develop the right candidates to balance capability.	You acknowledge the current capability in your teams, seeking development opportunities that build capability in required areas.	You forecast and identify future capability needs. You select and develop skilled individuals to meet these needs.
You embrace your role as a coach and recognise this as a core component of your responsibility.	You apply effective coaching practices to nurture the development of capability in your business area.	You model coaching practices across your teams to influence other leaders to practice the same approach and enhance agency capability.
You actively role model embracing different perspectives and other behaviours that promote diversity and inclusion.	You develop the capability of your leaders to effectively manage a diverse group of people, promoting the unique strengths of your individual leaders.	You hold your leaders accountable for managing a diverse group of people. You promote the unique strengths of your leaders.
You develop team practices that support the wellbeing of your leaders and their teams.	You understand your role and responsibility for building and creating a healthy culture, ensuring it is aligned with your business area's strategy.	You act as a champion for healthy work practices and recognise and celebrate others for embedding supportive practices.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.



Leading Leaders

Expected behaviour: Embody the spirit of public service

The expected behaviour is to **embody the spirit of public service**, consciously adopting the mindset **“We do everything for the public good.”**

You display and embody the spirit of public service in all your decision making, interactions and professional activities.

You show empathy and compassion, integrity and humility. You lead by example and understand the principles of good corporate governance, implementing your plans and procedures accordingly.

You deliver outstanding results while maintaining an ethical and professional reputation for yourself and your agency. You instil a culture of compliance with legislative and corporate requirements, encouraging vigilance from your leaders and teams.

You promote respect and ensure your teams operate ethically, identifying any unethical behaviour early and resolving it expediently. You coach your leaders to role model the spirit of service and to reinforce this in their teams.

To **embody the spirit of public service**, you consciously adopt the mindset **“We do everything for the public good.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You demonstrate empathy, compassion and support for how your decisions impact others.	You coach your leaders to lead in a manner that demonstrates empathy and compassion.	You create a culture where empathy and compassion for stakeholders are consistently demonstrated.
You act authentically as a leader with personal integrity.	You develop your leaders to understand, see and feel the importance of leading with personal integrity.	You create a culture where the pursuit of personal integrity is valued by all. You use interpersonal styles and methods that inspire, motivate and create enthusiasm for this pursuit of personal integrity.
You demonstrate humility which inspires trust and confidence in your teams*.	You coach your leaders to lead in a manner that demonstrates humility, and promote recognition of this important leadership trait.	You develop and maintain a practice of humility across your teams which is reflected in the trust others place in your teams.
You display a genuine passion for the way your leaders deliver high quality value for your business area and the agency.	You coach your leaders to lead in a manner that promotes high quality value and a sense of pride in work undertaken.	You create a culture in your teams where high quality work and the pursuit of excellence are considered the norm.
You promote respect in your business area and operate ethically.	You lead by example. You conduct all work activities in a manner that promotes an ethical approach.	You hold your leaders accountable for promoting the expectation of acting ethically in all work activities.
You lead by example and act in a manner that enhances your reputation and that of the agency.	You take responsibility for acting authentically as a leader, building your personal brand and enhancing the reputation of the agency.	You demonstrate to your leaders an understanding of how your decisions, actions and behaviours enhance your own reputation and that of the agency and sector.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.



Leading Leaders

Expected behaviour: Lead adaptively

The expected behaviour is to **lead adaptively**, consciously adopting the mindset “**I am forever curious, forever learning.**”

You are continually learning and adjusting your approach to be effective in the changing work environment.

You lead adaptively by proactively seeking learning opportunities to extend the knowledge, skills and expertise that support your current and future development needs. You take responsibility and accountability for your own development pathways, willingly embracing learning opportunities and applying the learnings.

You understand the impact of your personal style on those you lead and interact with, deliberately adapting your approach to achieve desired outcomes. You value self awareness, investing time and energy to reflect on your approach and strengths. You identify areas for development. You seek feedback to enable your development and improvement. You seek to understand the feedback, evaluate its usefulness and take necessary action if required.

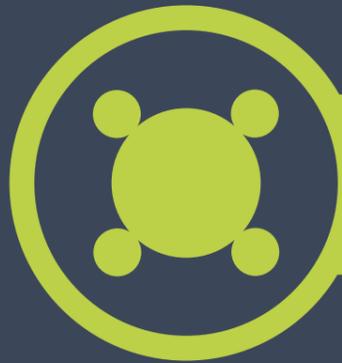
You identify appropriate guidance relevant to your current development needs and engage with a number of coaches and mentors. You take ownership of change initiatives in your area, removing obstacles to change and working to achieve buy in.

To **lead adaptively**, you consciously adopt the mindset “**I am forever curious, forever learning.**”

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You develop and maintain the knowledge, skills and expertise necessary to achieve positive results.	You proactively seek learning opportunities that align with your current and future development needs, engaging in learning that enhances your knowledge and expertise and stretches your capability.	You support the development of other leaders by actively sharing your learning and expertise.
You selectively seek feedback from multiple sources and adapt your behaviour and approach based on trusted feedback.	You regularly seek feedback from multiple sources, taking time to understand and consider the feedback before making changes.	You seek feedback from multiple sources and make considered changes to work practices which drive effectiveness.
You demonstrate personal improvement as you are open to learning.	You take time to deepen your expertise and share your learnings with others, influencing staff to learn and improve their performance.	You proactively model and encourage continuous learning and development across your teams*.
You identify the impact of your personal leadership style on those you lead, making a conscious effort to adapt your behaviours in engaging with people from diverse backgrounds.	You adapt your personal leadership style to achieve the desired outcomes from your leaders. You demonstrate the importance of diversity and inclusion.	You modify your personal leadership style in appropriate settings while maintaining a strong personal presence. You promote diversity and inclusion.
You develop personal and professional goals for yourself. You seek appropriate pathways to maintain your knowledge and skills.	You take responsibility for creating and implementing your own development pathways, regularly engaging with others for guidance and seeking to establish trusted mentor relationships.	You proactively shape your own development pathways. You seek counsel from internal and external expert sources to fast track your learning wherever possible.
You show support and provide input into change forums, and effectively implement change processes.	You display a visible openness to new ideas and change, readily adapting to new demands, and lead your teams through change processes.	While leading through times of change you support your team while ensuring sustained performance and operational stability.
You look for ways to innovate through improved processes, technologies and practices.	You drive innovation in your business area. You identify and implement improved processes, technologies and practices.	You drive innovation in your business area and influence innovation in the agency. You identify and implement improved processes, technologies and practices.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.



Multiple Area Leader

Context summary

Leadership in this context is about leading teams to achieve the strategic direction of a number of different business areas and to implement the associated operational strategies.

Leaders oversee the implementation of operational strategy and take the lead for shaping its short and medium term directions. They are responsible for multiple business areas or key priorities.

They understand that collaboration with other business areas in the agency is critical to success, and consider the priorities and perspectives of other business areas when making decisions.

They eliminate methods that are no longer effective and develop better approaches to achieve the longer term strategy.

They contribute strategic value by determining the focus areas for delivery through a broader lens. They determine the timing of future growth in their business areas, and demonstrate planned and considered positioning.

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Deliver on high leverage areas

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Build capability

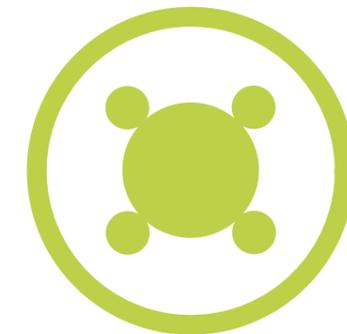
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Embody the spirit of public service

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Lead adaptively

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Multiple Area Leader

Overview

Leadership in this context involves leaders:

- delivering the agency's long term strategy via tangible operational goals and objectives
- shaping the short and medium term direction of the business areas they lead or influence
- understanding how their decisions influence the wider agency and community
- working and leading in culturally informed ways
- valuing continuous learning and professional development, embracing the new and unfamiliar, and engaging in activities or with groups to ensure thinking remains current
- linking their business areas to larger agency matters and goals, and identifying future opportunities
- making decisions about complex problems when all the information may not exist and where there have been limited or no successes in the past.

People leaders also:

- develop and shape the leadership capability across their business areas
- delegate while taking personal responsibility for successes and shortcomings.

Knowledge leaders also:

- use the depth and breadth of their own technical expertise and that of their teams across the agency
- develop whole of agency strategy and solve complex problems
- achieve broad recognition in their domain of expertise.

Development in this context focuses on leaders:

- refining their communication skills, tailoring to audiences upwards, downwards and across the agency to inform, influence and negotiate
- developing their ability to work as team players with other parts of the agency and their proficiency in contributing to agency strategy.

Leaders in this context spend the majority of time:

- resourcing, delegating and progressing short, medium and long term operational goals, and reviewing the impact of outcomes
- networking at a strategic level, seeking out external inspiration, new initiatives and opportunities to innovate and collaborate with other business areas and agencies
- listening and responding to people to build psychological safety and develop their leadership capability
- embracing the new and unfamiliar, and strategically developing their personal domain of expertise.

Leaders in this context contribute to the work of others by:

- knowing how to use and share information gathered from their networks for the agency's benefit
- sharing their high level of expert knowledge to solve complex problems and contribute to strategy
- creating a safe space for others that inspires creativity and innovation, and instilling trust by allowing autonomy and failure when trying something new.

Transitioning to the next leadership context:

During the transition from the Multiple Area Leader context to the Executive Leader context leaders need to focus on shifting their thinking from "Can we do it better?" to "Should we do it?"

This involves a shift in perspective from improvement to strategic alignment and sustainability. They need to become skilled at working with a wider variety of people than ever before. This involves connecting to business strategy and integrating work across business areas.

The fundamental shifts that occur during this transition include leaders:

- being a decision maker in charge of integrating multiple business areas rather than just understanding them
- taking complete ownership for their professional development
- moving away from multiple business area capabilities to strategic business thinking
- integrating strategic competence, collective competence (skills, mindset and experience) and organisational competence (knowledge of culture, staffing, processes, power, job design and structure).

Challenges of transitioning to the next leadership context

The most difficult aspect of this transition is that leaders are required to let go of their multiple business area mindset and adopt a whole of agency mindset. If they do not transition well, they risk delivering uninspired communications; being unable to assemble a strong, strategic team; failing to grasp new business models; managing time poorly; and having limited ability to work with others.

To be successful, during this transition leaders need to focus on:

- recognising they are in charge of integrating functions rather than just understanding functions
- valuing functional staff (such as human resources, legal and finance) and directing them, energising them, taking their advice and employing high quality people in these business areas
- valuing all business areas appropriately rather than just their own
- connecting lots of dots to build business strategy and integrate functional work.



Multiple Area Leader

Expected behaviour: Lead collectively

The expected behaviour is to **lead collectively**, consciously adopting the mindset “**I am part of something bigger.**”

You understand how the work of your business areas and agency influences the sector, recognising your role in creating and supporting value for the future of Western Australians.

You actively create shared thinking across your business areas and domain of expertise.

You monitor your strategic decisions to ensure they continuously deliver value for your business areas in the short to medium terms and acknowledge their impact on the agency and sector. You adopt a system wide perspective to create value and accept your responsibility to deliver on the collective strategy.

You seek to align your strategy with other business areas in the agency and with sector wide strategy and objectives. You build and maintain relationships and partnerships with business areas as well as with key stakeholders across the sector.

To **lead collectively**, you consciously adopt the mindset “**I am part of something bigger.**”
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
<p>You think through the impact and weigh up the consequences of your decisions across multiple business areas.</p> <p>You acknowledge the impact of your strategic decisions on the agency and sector, and assess the value of outcomes delivered.</p>	<p>You think through the impact and weigh up the consequences of your decisions on your business areas*, other business areas and the strategy of the agency.</p> <p>You reflect on and adjust work to ensure your decisions are delivering value.</p>	<p>You anticipate the impact and consequences of your strategic decisions across the agency and sector, and build these into your decision making.</p> <p>You monitor the outcomes delivered to ensure your business areas continually deliver value.</p>
<p>You set and align the strategic goals of your business areas with the strategic priorities of the agency.</p>	<p>You ensure the strategy of each of your business areas is aligned with agency priorities, and plans are clear so your leaders* can execute them.</p>	<p>You anticipate the future needs of the stakeholders and communities you serve.</p> <p>You shape and define the role of your business areas to align with and contribute to achieving the strategy of the agency.</p>
<p>You proactively encourage and promote collaboration across your business areas to break down silos and enrich the collective expertise.</p>	<p>You leverage strong relationships across your business areas to drive synergies in collaboration with internal and external stakeholders.</p>	<p>You build and maintain strong partnerships across your business areas, other business areas and agencies to achieve common sector goals.</p>
<p>You identify and communicate opportunities for continual improvement to deliver value for the agency.</p>	<p>You make decisions that drive continuous improvement which creates value for the agency, key stakeholders and community.</p>	<p>You make strategic decisions that meet both the current and future needs of your business areas.</p> <p>You identify business areas for improvement across the agency.</p>

* Use of **areas** or **leaders** in this context can mean the areas or leaders you work with or manage, and/or the areas or leaders in your knowledge domain.



Multiple Area Leader

Expected behaviour: Think through complexity

The expected behaviour is to **think through complexity**, consciously adopting the mindset **“There is more than one solution.”**

You are comfortable with a high level of complexity arising from ambiguity and uncertainty, and create value in an unknowable long term future.

You acknowledge the difference between detail complexity (related to a large number of variables) and dynamic complexity (related to increasing timespan between the decision made and the outcome of that decision).

You navigate complexity to develop short and medium term operational strategies. You take decisive action, recognising the uncertain elements that could impact your plans to deliver outcomes for your business areas.

You actively work to blend your strategy with other business areas in the agency and ensure it is aligned to the agency strategy. You navigate the consequences and risks of your decisions, acknowledging both internal and external impacts on your business areas.

You proactively define, support and implement risk management strategies in your business areas. You are mindful of opportunities to continuously improve and align risk management processes with the agency’s processes.

To **think through complexity**, you consciously adopt the mindset **“There is more than one solution.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You contribute to the success of the agency by navigating complexity and defining strategic objectives across your business areas*.	You navigate complexity with the executive to devise and implement strategic objectives across your business areas, supporting the success of the agency.	You support the success of the agency by navigating complexity and collaboratively defining strategic objectives across the agency.
In making decisions you are able to form an integrated, holistic view of the core issues and describe them in a clear, useful and simplified manner.	In making decisions you consider core issues from multiple perspectives and gather information from a wide range of sources to fill gaps in information required to understand the issues. You accept and acknowledge that all information may not be available to inform your decision making.	In making decisions you do not accept information at face value. You dig more deeply and ask probing questions when analysing core issues. You are decisive and make timely decisions, accepting that all information may not be available.
You ensure good corporate governance practices and ongoing compliance with relevant legislation to support the decisions and actions of your business areas.	You develop appropriate contingency plans to safeguard governance and compliance of your business areas against risks.	You identify, evaluate and review operational risks related to your business areas, and provide guidance to the executive on risk mitigation.
For issues at hand, you identify and select the most relevant data sources that have the greatest impact on strategy.	You efficiently extract relevant indicators from a wide range of data sources to verify intended strategies.	You effectively communicate strategic analysis to relevant audiences.

* Use of **areas** or **leaders** in this context can mean the areas or leaders you work with or manage, and/or the areas or leaders in your knowledge domain.



Multiple Area Leader

Expected behaviour: Dynamically sense the environment

The expected behaviour is to **dynamically sense the environment**, consciously adopting the mindset **“There is always more to the story.”**

You scan and decipher internal and external environments, leveraging understanding to influence and persuade others so as to create value for Western Australians.

You understand the patterns, trends and connections between situations and the impact of the issues. You acknowledge societal, political and economic trends – both internal and external to your work environment – likely to impact your operations and ability to deliver results in the short term.

You recognise the importance of professional networks and actively seek to build relationships that support your efforts to achieve the goals of your business areas. You establish trusting relationships and display competence, integrity and benevolence in your dealings with others.

To **dynamically sense the environment**, you consciously adopt the mindset **“There is always more to the story.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You are aware of emerging societal, business and political trends and their potential impact on the viability of your business areas*, now and in the future.	You respond to external trends in the business environment, political atmosphere and plans from other agencies.	You use trends in the business environment, political atmosphere and plans from other agencies to forecast and plan for the future.
You build and maintain effective relationships with staff across the agency to ensure outcomes are delivered.	You shape your credibility by building and maintaining effective and collaborative relationships with diverse stakeholders.	You support strategic agendas by intentionally building and using your professional networks.
You communicate in a convincing way to inform, advise and influence the opinions of a diverse range of stakeholders.	You influence the course of debates by consulting with, listening to and fully involving others in discussions, decisions and actions.	You collaborate with and influence staff across the agency. You coach managers and knowledge experts to enhance their influencing skills.
You think about the needs of your stakeholders and take time to understand how your expertise may contribute to helping them.	You listen to and acknowledge the complex needs of your diverse stakeholders and the expertise they require.	You use your expertise to shape and influence the agency’s response to the needs of your stakeholders.
You intentionally explain complex technical matters in a way that your immediate stakeholders can easily understand.	You intentionally explain complex technical matters in a way that a broad range of stakeholders can easily understand.	You effectively communicate complex technical matters to influence strategically important decision makers external to the sector.
You effectively communicate to resolve conflict and negotiate agreed solutions.	You anticipate and defuse conflict through effective communication and negotiation.	You identify core drivers of conflicts that arise and use strategies to reduce the likelihood of re-occurrence.

* Use of **areas** or **leaders** in this context can mean the areas or leaders you work with or manage, and/or the areas or leaders in your knowledge domain.



Multiple Area Leader

Expected behaviour: Deliver on high leverage areas

The expected behaviour is to **deliver on high leverage areas**, consciously adopting the mindset **“Some actions are more powerful than others.”**

You pursue with tenacity the high leverage priorities that are essential to your agency, key stakeholders and Western Australians.

You identify strategic priorities for the business areas you lead. You understand the competing prioritisation of short term operational delivery and delivery of medium term value for the sector.

You acknowledge the links between your strategies and decisions and those of other business areas of the agency, making every effort to align your work to the strategic direction of the agency. You display a persistent drive to deliver short and medium term operational goals for your business areas and contribute to the improvement of the agency’s systems, policies and procedures.

You demonstrate personal resilience in the face of challenges to deliver operational excellence and value for your business areas. You persist with determination to achieve your goals, seeking support from your mentors and coaches to effectively navigate any barriers to delivering excellence.

You are open to new opportunities that support your efforts of continual improvement for your business areas, carefully considering advantages and disadvantages before embarking on change initiatives.

To **deliver on high leverage areas**, you consciously adopt the mindset **“Some actions are more powerful than others.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You shift to getting things done through others to drive results and ensure objectives are met.	You hold your leaders* accountable for delivering results through their teams.	You leverage diversity and the respective strengths of your leaders to achieve results.
You establish clear goals and priorities for your business areas so your leaders can establish objectives for their teams. You adjust priorities and timelines as required.	You identify the most critical activities for the current and future success of your business areas. You provide guidance to your leaders about the strategic priorities of their work in relation to agency requirements.	You forecast the most critical activities for the current and future success of your business areas. You incorporate current and future priorities into your strategy.
You demand results and hold others accountable for their performance.	You get things done through others by driving performance and delivery to ensure objectives are met.	You leverage diversity and the respective strengths of team members to achieve the best possible results.
You encourage and drive a culture of continuous improvement.	You ensure important areas for innovation and continuous improvement are targeted. You take responsibility for developing solutions that address relevant agency and community matters.	You ensure a targeted focus on critical areas for improvement that add the greatest value to the agency in the medium term.
You think about what benefits your business areas and provide solutions by drawing on technical expertise.	You provide solutions that draw on technical expertise to benefit your business areas and/or industry standards.	You provide solutions that draw on technical expertise to impact positively or benefit the entire agency and/or industry standards.
You design and frame a medium term innovation plan in your domain of expertise.	You speak up and provide input into medium term innovation plans for the agency.	You identify, propose and lead new innovation plans and initiatives crucial to the medium term success of the agency.
You view obstacles as a challenge and take steps to overcome these to achieve goals for your business areas.	You maintain a high level of professionalism during challenging periods, embracing a growth mindset** and holding your leaders accountable for the same mindset.	You model, encourage and motivate your leaders to display a high level of resilience and a growth mindset in challenging times.

* Use of **areas** or **leaders** in this context can mean the areas or leaders you work with or manage, and/or the areas or leaders in your knowledge domain.

** A **growth mindset** is when people believe that their most basic abilities can be developed through dedication and hard work – brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment. Professor Carol Dweck, 2006



Multiple Area Leader

Expected behaviour: Build capability

The expected behaviour is to **build capability**, consciously adopting the mindset **“We are only as good as our people.”**

You proactively develop capability in the sector to create value for the future of Western Australians.

You implement people and knowledge development systems and practices in your business areas. You empower individuals to lead their own development journey with the support of their leaders. You stretch internal capability in your business areas by providing growth based learning opportunities and experiences.

You are aware of the capability needs in your business areas and proactively build internal capability. You seek external capability that can further support the sustainability of your business areas. You support and contribute to whole of sector talent identification, aligning the processes and systems of your business areas with those of the agency. You engage in strategies that encourage talent to remain in your business areas, the agency and sector.

You act as a coach for your business areas, nurturing the development of capability. You understand your role and responsibility for creating a healthy culture in your business areas, contributing to a productive agency and sector culture.

To **build capability**, you consciously adopt the mindset **“We are only as good as our people.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You drive a people development culture in your business areas* by holding your leaders* accountable for the development of their teams.	You provide challenging assignments and delegate full authority and responsibility to develop specific skills, competencies and behaviours in others in your business areas.	You act as coach and mentor for your senior leaders, encouraging them to actively manage and drive their own development and that of their direct reports and teams.
You recognise and develop potential talent in your business areas by implementing tools and techniques to identify this talent.	You actively build a talent pipeline for key positions in your business areas by identifying potential successors in a range of leadership contexts.	You provide development opportunities and clear pathways for those identified in the talent pipeline.
You foster a development focus by ensuring all staff in your business areas have active development plans.	You create opportunities and provide resources for the development of capability in your business areas.	You monitor the development of skills and capability in your business areas to ensure capability requirements are met.
You engage in regular team effectiveness activities to optimise the diversity and cohesion of your leadership team.	You ensure diversity and inclusion initiatives are developed and implemented across your business areas to enhance team performance.	You create an environment that supports the growth of staff across your business areas and leverage their diverse talents, experiences and perspectives.
You develop and promote practices in your business areas that support the wellbeing of your staff to create a healthy culture.	You understand your role and responsibility in building and creating a healthy culture. You ensure the culture is aligned with the strategy of your business areas.	You are an advocate for healthy work practices and provide guidance and resources to your leaders to champion best practice.

* Use of **areas** or **leaders** in this context can mean the areas or leaders you work with or manage, and/or the areas or leaders in your knowledge domain.



Multiple Area Leader

Expected behaviour: Embody the spirit of public service

The expected behaviour is to **embody the spirit of public service**, consciously adopting the mindset **“We do everything for the public good.”**

You display and embody the spirit of public service in all of your decisions, interactions and professional activities.

You embody the spirit of public service by displaying empathy and compassion, integrity and humility. You get results for the areas under your leadership, while maintaining their reputation and that of the agency and yourself.

You encourage excellence, and recognise and acknowledge outstanding performance in your area. You ensure specific feedback is provided to staff who perform above expectations. You implement systems and processes to support excellent corporate governance across your areas and proactively identify potential reputational risks and/or areas of non-compliance.

You are expected to promote and role model respect for the spirit of public service and manage ethical and misconduct issues. You appreciate how your leadership style impacts your areas and its people, taking reasonable efforts to inspire confidence. You demonstrate a genuine passion for your areas, acknowledging and valuing the other parts of the agency of which you have no specialist knowledge.

To **embody the spirit of public service**, you consciously adopt the mindset **“We do everything for the public good.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You role model and coach the leaders* across your business areas* to lead in a manner that consistently demonstrates empathy and compassion.	You create a culture in your business areas where empathy and compassion are consistently demonstrated towards all stakeholders.	You develop an empathetic and compassionate culture across all your areas, setting an example for other areas.
You demonstrate the principles and benefits of leadership that promote integrity and good corporate governance.	You coach your leaders to develop and implement plans that promote integrity and good corporate governance.	You implement systems to embed a practice of best practice in corporate governance. You demonstrate the importance of integrity through how you reinforce this practice.
You demonstrate humility in your interactions with others.	You lead by example and develop a practice of humility across all your areas.	You contribute to creating a practice of humility across other areas in the agency.
You coach your leaders across all areas to lead in a manner that promotes the value of high quality work.	You create a culture in all your areas where high quality work and the pursuit of excellence are considered the norm.	You are recognised across the agency as a leader who creates a culture that promotes the consistent delivery of high quality work.
You understand best practice ethics and corporate governance principles, rules and protocols, and how these impact your sphere of influence.	You oversee the implementation of plans, policies and procedures to ensure ethical, legislative and corporate governance requirements are met in your sphere of influence.	You identify potential areas of reputational risk and areas of non-compliance in your areas of influence and take steps to improve plans, policies and procedures.
You conduct business activities in a manner that is consistent with enhancing the reputation of your areas.	You conduct business activities in a manner that enhances and protects the reputation of your areas and the agency.	You coach your senior leaders to create a culture where business activities are carried out in a manner that enhances and protects the reputation of the agency.

* Use of **areas** or **leaders** in this context can mean the areas or leaders you work with or manage, and/or the areas or leaders in your knowledge domain.



Multiple Area Leader

Expected behaviour: Lead adaptively

The expected behaviour is to **lead adaptively**, consciously adopting the mindset **“I am forever curious, forever learning.”**

You are continually learning and adapting your personal style and approach to be effective in new and challenging contexts and positions.

You acknowledge the impact of your personal style on the performance of your teams and business areas. You actively modify your style to engage and influence others to deliver results.

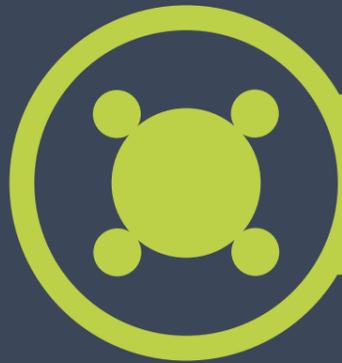
You understand the importance of self awareness, adopting strategies and ways to explore your own strengths, limitations and blind spots. You are willing to learn from a variety of methods – informal and formal – and apply those learnings to new and unfamiliar situations. You participate in learning opportunities that support your future development needs, actively seeking guidance and support from mentors and coaches. You regularly seek feedback on your performance and practices, acknowledging the importance of feedback and taking appropriate action when required.

You support change initiatives and recognise your role in leading change effectively across your business areas. You demonstrate comfort with change, and willingly revise your work methods and processes to support continuous improvement for your business areas.

To **lead adaptively**, you consciously adopt the mindset **“I am forever curious, forever learning.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You develop personal and professional goals based on self reflection and feedback from others, using trusted mentors as sounding boards.	You identify personal learning opportunities that demonstrate your willingness to change and improve based on feedback from your teams and those you report to.	You role model and encourage continuous learning and development across your business areas* and ensure this practice is supported.
You seek feedback from many and varied sources, and modify your work practices in response to this feedback and current circumstances.	You actively seek feedback from multiple and varied sources. You make specific changes to your work practices in response to feedback and current and changing circumstances.	You reflect on your work practices in the light of feedback. You adapt your approach based on this feedback and in anticipation of changing future circumstances that may not be immediately evident.
You provide specific and timely feedback to those in your teams.	You look for opportunities to coach and mentor those both in and beyond your teams.	You embrace and promote both formal and informal feedback, coaching and mentoring as part of your team culture.
You demonstrate a personal leadership style that values and promotes diversity and inclusion among a variety of stakeholders.	You coach your leaders to act in a manner that promotes an authentic approach to diversity and inclusion.	You hold yourself and your leaders accountable for creating a culture of diversity and inclusion across your business areas.
You demonstrate a positive mindset to change and actively participate in change initiatives.	You are aware of your personal response to change and how to manage it. You are active in change initiatives in your business areas.	You deal effectively with ambiguity and adapt readily to change. You are a leader of change and coach others to lead change.
You introduce new technologies, systems and processes to the work of your business areas.	You drive innovation in your business areas by embracing new technologies, processes and solutions.	You drive strategic innovation by being ahead of the game to secure future success.

* Use of **areas** or **leaders** in this context can mean the areas or leaders you work with or manage, and/or the areas or leaders in your knowledge domain.



Executive Leader

Context summary

Leadership in this context is about shaping complex initiatives covering multiple business areas as well as having a key responsibility in corporate governance.

Leaders need to balance both vertical and horizontal responsibilities in and across the agency, being accountable for the business areas they lead as well as for redefining and shaping the agency.

Leaders demonstrate considered and purposeful positioning of what they lead along with the timing for future growth. The work is characterised by shaping large scale, complex initiatives while balancing the requirement to deliver both short and long term strategic goals.

In this context and beyond, people leaders and knowledge leaders are no longer distinct from each other. The emphasis is now on leading and managing people as the span of accountability is broad, covering multiple business areas as well as the agency.

Leaders contribute strategic leadership by valuing contributions from all business areas, with a requirement to translate the agency's strategy into operational objectives for their business areas.

They consciously take time to reflect and analyse strategic approaches.

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Lead collectively	pg 85-86
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Deliver on high leverage areas	pg 91-92
Build capability	pg 93-94
Embody the spirit of public service	pg 95-96
Lead adaptively	pg 97-98





Leadership in this context involves leaders:

- balancing the need to deliver short and medium term operational requirements with the agency's long term, strategic goals
- determining the internal and external services the agency provides
- working and leading in culturally informed ways
- managing operational excellence while redefining and shaping their business areas and the agency
- viewing all reporting business areas as equally important and actively seeking feedback from leaders
- allowing Multiple Area Leaders the autonomy to lead while taking personal responsibility for shaping the agency's brand and reputation
- analysing their approach, considering key processes as well as the conflict between short and longer term goals
- attracting, selecting and developing competent leaders.

Development in this context focuses on leaders:

- understanding business areas that are less familiar
- working with a wider variety of people
- developing social and political astuteness
- learning to communicate complex information clearly and effectively across a variety of internal and external stakeholders.

Leaders in this context spend the majority of time:

- thinking longer term – 5 to 10 years
- deliberately setting aside time to reflect on key processes and on the conflict between short and long term goals
- meeting with both other senior agency leaders and direct reports for successful planning
- consciously taking time out from 'doing' to reflect on and analyse their approach and their leadership performance.

Leaders in this context contribute to the work of others by:

- helping to establish a high functioning organisational system by developing synergies across their business areas
- keeping their teams aligned and focused, monitoring business strategy and ensuring a fair distribution of resources across their business areas
- valuing and attending to the cultural matters of the agency, and putting effort into defining what they and their business areas stand for
- creating and articulating clear connections between the skills of the workforce and the strategic directions of the agency.

Transitioning to the next leadership context:

In the sector, the size and scope of an agency determines whether an Executive Leader has the opportunity to transition to the Agency Leader context in their agency.

During the transition from the Executive Leader context to the Agency Leader context, the focus is on the leader seeing themselves as an executive with responsibility for factoring in the complexity of running a number of business areas. They become skilled at succeeding by indirect means through the development of other business leaders and connecting the agency to the broader sector.

The fundamental shifts that occur during this transition include:

- becoming skilled at evaluating strategy for capital allocation and deployment purposes
- developing leaders at the Executive Leader context and measuring capability
- building and managing internal and external high stakes relationships
- creating a long term portfolio strategy, making trade offs between quarter by quarter performance and long term strategy
- letting go of individual services and customers, and focusing on the whole
- shifting from valuing the success of their own agency to valuing the success of all agencies
- understanding, accepting and supporting different business models across agencies.

Challenges of transitioning to the next leadership context

The most difficult aspect of this transition is that leaders are required to see issues in the broadest terms possible, acting as a key player at community, industry and government levels. If they do not transition well, they risk acting as general managers rather than corporate executives and spending an inadequate amount of time on corporate activities while ignoring uncovered issues, pursuing their own agendas and passing up development opportunities.



Executive Leader

Expected behaviour: Lead collectively

The expected behaviour is to **lead collectively**, consciously adopting the mindset **“I am part of something bigger.”**

You understand how your work and the decisions you make connect with other parts of your agency and the sector. You recognise your role in creating and supporting value for the future of Western Australians.

You take a system wide perspective to deliver value for the agency and sector. You proactively shape strategy to align with the collective needs of the agency and sector, balancing delivery of tactical short term requirements with creating value in the medium term.

You support the integration of business areas in your agency to align system wide strategy and direction. Your agency is then able to contribute to delivering future value for the sector.

You create value by fostering strong relationships across the agency to deliver value. You continuously seek opportunities and build key strategic partnerships across the sector.

To **lead collectively**, you consciously adopt the mindset **“I am part of something bigger.”**
Examples of this behaviour in action at the 3 mastery levels:

	Developing	Proficient	Mature
	You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
	You make tactical decisions that meet the current and future requirements of your business areas by drawing on a deep understanding of their challenges and needs.	You make strategic decisions that create short term value for your business areas and the agency to deliver future value to the sector.	You contribute to making strategic decisions that create value for the agency and sector for the short and medium terms.
	You consider the impacts and consequences of your decisions, keeping a balance between prioritising the needs of your business areas and the needs of the agency and sector.	You monitor the short and long term impacts of your decisions to ensure your business areas have the understanding, incentive and ability to provide a consistently high quality service to the communities they serve.	You consider how your decisions and the future direction of your business areas align with the future needs of the agency. You weigh up the future impact and consequences of your decisions across the agency.
	You maintain relationships with existing strategic stakeholders and partners for your business areas.	You proactively create and leverage strong partnerships across a number of business areas in the agency to drive synergies and ensure support for initiatives.	You identify and build strategic relationships and partnerships with internal and external stakeholders.
	You set clear priorities and strategic goals for your business areas.	You align the priorities and strategic goals of your business areas with the strategy and direction of the agency.	You contribute to business planning and seek opportunities to align key priorities and strategic objectives across the agency.



Executive Leader

Expected behaviour: Think through complexity

The expected behaviour is to **think through complexity**, consciously adopting the mindset **“There is more than one solution.”**

You work with a high level of complexity arising from ambiguity and uncertainty, and create value for an unknowable long term future.

You are able to deal with and consider a large number of variables, and make tactical and strategic decisions for the short and medium terms.

When you do not have the full picture or information is missing or not available, you are able to take decisive action and evaluate the short and medium term impacts of your decisions and strategies. You foresee the consequences and risks of your decisions even when they may only be evident in the medium term or are external to your business areas.

You proactively manage the implementation of the risk management strategies in your business areas, and take reasonable steps to mitigate any risks to your business areas and agency.

To **think through complexity**, you consciously adopt the mindset **“There is more than one solution.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<p>You demonstrate behaviours that are evolving and starting to add value in this context.</p>	<p>You demonstrate behaviours that are appropriate for this context and have room to grow.</p>	<p>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</p>
<p>You understand the core issues in your sphere of influence and how solutions align with your strategy for your business areas.</p> <p>You select innovative but practical solutions that meet short to medium term needs or have short to medium term benefits.</p>	<p>You contribute to addressing whole of agency challenges by empowering your leaders to take responsibility for issues and challenges.</p> <p>You foster your leaders’ skills and encourage them to problem solve short and medium term issues through practical, evidence based solutions.</p>	<p>You have confidence in your knowledge and experience to provide innovative but practical solutions that address the long term needs of your business areas and take into account how these impact the agency and wider sector.</p>
<p>When analysing information to inform decisions and solutions, you assess the medium term benefits, risks and consequences of the solutions you are considering.</p> <p>You consult your leaders, subject matter experts and intra-agency counterparts to test and inform the conclusions you draw.</p>	<p>To further enhance your analysis, you encourage and invite diverse perspectives, asking the right questions to better understand the issues.</p> <p>You recognise and strategically consider the impact of solutions in the medium to long terms.</p>	<p>When assessing and analysing the long term impact of a solution, you accept there are unknown risks and consequences and display the confidence to fill these gaps using your experience and knowledge.</p>
<p>You recognise that risk has a broad impact across your business areas.</p> <p>You proactively and strategically develop strategies to mitigate risks.</p>	<p>You demonstrate an appetite for risk that reflects the right balance between managing it and not stifling innovation.</p> <p>You ensure your leaders implement strategic risk management systems.</p>	<p>You identify, evaluate and review the risks facing your business areas and contribute to defining the risk tolerances of the agency. You provide guidance to Agency and Statewide Leaders to inform their responses.</p>
<p>You accept that you are required to make decisions without the full picture, and with information that is missing or unknowable.</p> <p>Despite this uncertainty, you interpret and use themes emerging from consultations you complete and information you do have to make strategic decisions without undue delay.</p>	<p>You are comfortable to make decisions without the full picture, strategically interpreting and analysing the information you do have.</p> <p>You understand the short and medium term impacts of these decisions on your business areas and the agency.</p> <p>You ensure your leaders make appropriate decisions about the matters that impact their business areas.</p>	<p>You take decisive action despite incomplete and ambiguous information.</p> <p>You easily differentiate between essential and non-essential matters for your business areas and the agency and then take action to deliver value.</p>



Executive Leader

Expected behaviour: Dynamically sense the environment

The expected behaviour is to **dynamically sense the environment**, consciously adopting the mindset **“There is always more to the story.”**

You scan and decipher internal and external environments, leveraging understanding to influence and persuade others so as to create value for Western Australians.

You identify patterns, trends and connections between situations, and the impact of issues and strategy on your business areas. You identify and acknowledge trends at societal, political and economic levels relevant to and likely to have an impact on your business areas.

You are proactive in ensuring short term tactical decisions in your business areas are aligned with the direction of the agency. You recognise shared agendas and work towards mutually beneficial outcomes for all business areas.

You are conscious of your personal style and how it impacts on your ability to influence key stakeholders. You proactively build your networks to deliver value for your business areas and the agency. You establish trusting relationships in all interactions both internally and externally.

To **dynamically sense the environment**, you consciously adopt the mindset **“There is always more to the story.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<p>You demonstrate behaviours that are evolving and starting to add value in this context.</p>	<p>You demonstrate behaviours that are appropriate for this context and have room to grow.</p>	<p>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</p>
<p>You react appropriately to internal and external triggers by applying an awareness of societal, political and environmental changes.</p>	<p>You ensure you are aware of and respond to societal, government and legislative trends that may impact the viability of your business areas.</p>	<p>You proactively investigate and identify emerging societal, government and legislative trends that may have an impact on the viability of your business areas and the agency in the future.</p>
<p>You anticipate and forecast changes in your business areas, going beyond merely extrapolating from past data.</p>	<p>You identify patterns, trends and connections between situations and apply this insight when identifying the impact of issues on your business areas.</p>	<p>You take a wider perspective, considering multiple factors and taking the broader contexts (macro and micro) into account.</p>
<p>You collaborate, influence and persuade across all levels in the agency to further the outcomes of your business areas.</p>	<p>You recognise shared agendas and work towards mutually beneficial outcomes.</p> <p>You encourage and assist others to develop internal and external networks.</p>	<p>You influence others to align with agency objectives without having positional authority.</p>
<p>You use personal influence to reach compromise and deliver results for your business areas.</p> <p>You negotiate skilfully to resolve conflict and reach agreement.</p>	<p>You present key points of an argument persuasively and are able to convince others to follow and collaborate across the agency even when views are unpopular and conflict may be anticipated.</p>	<p>You use personal influence rather than positional power to project authority and credibility, and to influence and motivate others to achieve results.</p>



Executive Leader

Expected behaviour: Deliver on high leverage areas

The expected behaviour is to **deliver on high leverage areas**, consciously adopting the mindset **“Some actions are more powerful than others.”**

You pursue with tenacity the high leverage priorities that are essential to your agency, key stakeholders and Western Australians.

You identify the strategic priorities that are essential for your business areas and agency. You balance tactical short term objectives with delivering value in the medium term. You understand and recognise how the strategies and decisions in your business areas support the strategic direction of the agency.

You demonstrate a drive to deliver both short and medium term strategic objectives for your business areas while also contributing to the delivery of future value to the agency.

You pursue your goals with determination. When faced with challenges, you demonstrate personal resilience and proactively build your wellbeing resources. You seek support to help navigate setbacks and risks, and when making decisions that have a high level of uncertainty.

You develop alternate plans and strategies to overcome barriers to delivering the goals and strategy of your business areas. You seek counsel when necessary to identify the most appropriate plan. You explore new opportunities for your business areas, and drive and encourage continuous improvement that contributes to delivering excellence for the agency.

To **deliver on high leverage areas**, you consciously adopt the mindset **“Some actions are more powerful than others.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You set and monitor clear performance objectives by applying a deep understanding of agency priorities.	You determine priorities, distinguishing between long term and urgent issues and those with greatest impact. You monitor progress against priorities.	You implement controls to monitor progress against set parameters, and adjust plans and priorities as required.
You implement strategic direction by resourcing your business areas adequately and setting reasonable timelines.	You strategically balance resourcing and timelines for your business areas to deliver future strategic value for the agency.	You leverage internal resources to create present and future value for the sector. You set targets that positively stretch the capacity of your business areas.
You lead by example, striving to exceed stakeholder performance expectations and encouraging others to do the same.	You take full responsibility for the performance of your business areas. You drive operational execution and ensure goals are achieved with excellence.	You look to the future and anticipate, adjust and create contingency plans for roadblocks and possible problems in your business areas.
You operationalise strategic improvement imperatives by proactively identifying improvement opportunities in each of your business areas.	You encourage and drive continuous improvement initiatives that focus on creating and maximising value. You identify and release latent talent.	You build and promote a culture of continuous improvement in your business areas.
You actively move towards obstacles rather than away from them, seeing them as opportunities to develop and grow (growth mindset*). You are resilient and able to cope with stressful circumstances.	You are resilient and able to manage challenges and cope with stressful circumstances over the long term. You maintain a high level of professionalism at all times, even when under pressure. You lead others to build their wellbeing resources and practices.	You demonstrate a high level of personal resilience. You identify and articulate times when your challenges outweigh your wellbeing resources. You proactively build your wellbeing resources and practices and coach others to do the same.
You respectfully challenge long held processes and thinking that limit the agility of the agency. You encourage new ideas and options, and apply the lens of what is best for stakeholders.	You take bold and innovative measures by doing things differently. You select innovative but practical approaches to drive value for your business areas.	You consider what can create future value for your business areas and the agency, and engage your peers in developing and implementing innovative approaches.

* A **growth mindset** is when people believe that their most basic abilities can be developed through dedication and hard work – brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment. Professor Carol Dweck, 2006



Executive Leader

Expected behaviour: Build capability

The expected behaviour is to **build capability**, consciously adopting the mindset **“We are only as good as our people.”**

You proactively build long term capability in the sector to create value for the future of Western Australians.

You proactively develop leaders to deliver value in your business areas and agency, and enhance capability in the sector. You support and contribute to whole of sector talent identification, aligning the processes and systems in your business areas with those of the agency.

You develop the future capability requirements of your business areas and ensure you contribute to developing a diverse talent pipeline in the agency. You support and manage strategies in the agency that encourage talent to remain in the sector. You understand the value of a diverse and inclusive sector, and support and implement strategies to promote diversity and inclusion in your business areas.

You focus on supporting the development of long term capability in your business areas, providing development, coaching and mentoring opportunities for leaders. You understand your role and responsibility for creating a healthy culture in your business areas, contributing to a productive sector culture.

To **build capability**, you consciously adopt the mindset **“We are only as good as our people.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<p>You demonstrate behaviours that are evolving and starting to add value in this context.</p>	<p>You demonstrate behaviours that are appropriate for this context and have room to grow.</p>	<p>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</p>
<p>You instil a people development culture in your business areas by holding leaders accountable for the development of their teams.</p> <p>You provide others with the opportunity to learn from mistakes in a positive frame.</p>	<p>You motivate, empower and energise others by creating a sense of belonging.</p> <p>You provide challenging assignments, and delegate full authority and responsibility to develop specific skills, competencies and behaviours in others.</p>	<p>You act as a coach and mentor to develop your leaders and focus on maintaining a development culture across your business areas.</p>
<p>You create an environment where staff can grow and contribute their diverse talents, experiences and perspectives.</p>	<p>You act as the champion for developing diverse talent in your business areas and the agency.</p>	<p>You establish strategic development initiatives across your business areas to develop the capabilities of diverse talent aligned to the current and future needs of the agency.</p>
<p>You intentionally identify and drive processes for the development of future leaders in your business areas.</p>	<p>You identify skill requirements in your business areas with the future in mind.</p> <p>You ensure development focuses on and meets these requirements.</p>	<p>You monitor the development of skills and knowledge in your business areas to ensure future capability requirements are met for your business areas and the agency.</p>
<p>You actively identify high potential individuals in your business areas and include them in appropriate development opportunities to ensure the sustainability of the sector into the future.</p> <p>You differentiate between high performing individuals and those with high potential.</p>	<p>You support and encourage high potential individuals when they encounter difficulties and setbacks to ensure their engagement and retention.</p>	<p>You ensure high potential individuals in your business areas are provided with stretch opportunities.</p>



Executive Leader

Expected behaviour: Embody the spirit of public service

The expected behaviour is to **embody the spirit of public service**, consciously adopting the mindset **“We do everything for the public good.”**

You display and embody the spirit of public service in all your decision making, interactions and professional activities.

You embody the spirit of public service by displaying empathy and compassion, integrity and humility. You deliver results under challenging conditions while maintaining the reputation of your business areas and the agency. You encourage excellence by recognising and acknowledging outstanding performance in your business areas. You ensure specific feedback is provided to staff who perform above expectations.

You are committed to maintaining good corporate governance and proactively identify potential reputational risk and areas of non-compliance. You promote respect for the sector, monitor ethical issues and deal appropriately with any misconduct.

You understand and manage the impact of your leadership style on others. You proactively seek to build a presence that shapes confidence in your agency and the sector. You understand how your reputation is linked to your business areas and manage the impression you have on others when necessary. You demonstrate a genuine passion for your business areas, the agency and the work of the sector.

To **embody the spirit of public service**, you consciously adopt the mindset **“We do everything for the public good.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You create a culture where empathy and compassion for stakeholders are highly valued.	You develop an empathetic and compassionate culture across your business areas, setting the standard for others.	You shape the reputation of the agency as being compassionate and empathetic.
You proactively identify areas of reputational risk and take steps to mitigate these risks and preserve the reputation of your business areas and the agency. You develop and implement plans and systems that promote integrity and best practice in corporate governance.	You coach your senior leaders to identify and manage potential reputational risks. You implement strategies to embed best practice in corporate governance and promote integrity.	You identify and suggest updates and improvements to corporate governance strategies to build the agency's reputation and support strong governance. You contribute to creating a philosophy of best practice in corporate governance and integrity in the agency.
You lead by example and communicate objectives for your business areas in a way that inspires excellence.	You communicate a compelling vision and strategy for your business areas founded on the desire for excellence. You display passion for your work and inspire your leaders to do the same.	You demonstrate and communicate a passion for excellence in the sector. You lead in a manner that creates enthusiasm and energy to deliver the highest quality.
You operate ethically and proactively manage unethical behaviour in your business areas.	You ensure others conduct business, work and activities ethically and in line with the spirit of public service. You identify potential conflicts of interest and unethical behaviour early.	You coach leaders in your business areas, with a particular focus on the importance of leading ethically. You outline the role you each play in reinforcing the spirit of public service in teams in your business areas.
You conduct business activities in a manner that is consistent with enhancing the reputation of the agency and the sector.	You coach your senior leaders to create a culture where business activities are carried out in a manner that enhances the reputation of the agency and sector.	You lead and engage with stakeholders in a manner that builds the reputation of the sector, setting the standard for others.



Executive Leader

Expected behaviour: Lead adaptively

The expected behaviour is to **lead adaptively**, consciously adopting the mindset **“I am forever curious, forever learning.”**

You are continually learning and adapting your personal style and approach to be effective in new and challenging contexts and positions.

You vary your personal style to engage and influence the performance of your teams and business areas. You demonstrate a high level of self awareness and reflect on your own strengths, limitations and blind spots. You display a willingness to learn from your past experiences and apply those learnings to new and unfamiliar situations.

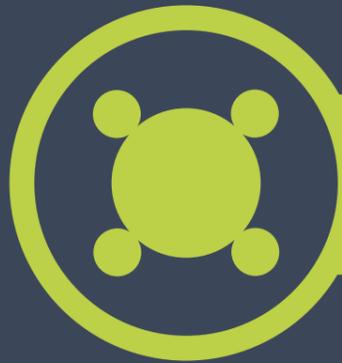
You engage in learning opportunities that contribute to your future development needs, actively seeking guidance and support from your mentors. You obtain feedback regularly from your peers, direct reports and leaders, exploring the merit of the feedback and creating action plans to support your development.

You are open to change and willing to adapt your work methods and revise your processes to effectively lead your business areas.

To **lead adaptively**, you consciously adopt the mindset **“I am forever curious, forever learning.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You develop personal and professional goals for yourself and others that align with the future development needs of your business areas.	You identify personal learning opportunities that lead to the development of new skills and knowledge to support the future needs of your business areas. You make time for these experiences and encourage others to invest in learning opportunities.	You intentionally role model a practice of continuous learning across your business areas, sharing your development journey with your leaders.
You are able to adapt to new agency demands and changing environments.	You determine what needs to be changed in your business areas by analysing what is missing in the context of the agency’s strategy and adapt accordingly.	You are able to deal and cope with difficult issues during change initiatives. You provide strong leadership across your business areas in times of change.
You are receptive to change and innovative approaches in your business areas. You demonstrate a willingness to adopt changes in practices and approaches.	You embrace strategic change initiatives in your business areas. You lead change efforts with confidence and consider intended and unintended impacts of changes.	You coach leaders in your business areas to overcome resistance to change and deal constructively with difficult situations during times of change. You empower and encourage leaders to coach others.
You demonstrate commitment to your personal growth as a leader by regularly seeking and responding to feedback.	You demonstrate commitment to continuous improvement of personal and agency performance. You actively seek feedback from multiple sources to improve performance.	You continuously analyse the successes and failures of both individuals and agencies. You apply this learning to yourself, the agency and sector.
You work effectively in different situations and with a variety of people and stakeholders. You can understand diverse perspectives and their impact on your business areas and the agency. You shift gears comfortably.	You see matters from varying perspectives and integrate a range of diverse ideas into plans for your business areas and the agency.	You create a culture of diversity and inclusion that demonstrates true assimilation of different ideas and perspectives for the future of the agency.



Agency Leader

Context summary

Leadership in this context is about having end of line responsibility for shaping and delivering agency corporate strategy and governance that deliver key government services.

Leaders are accountable for leading an agency, creating strategic direction and envisioning the future. They make business decisions in the interests of the agency and the wider sector.

The work requires strong business acumen and creation of the strategic direction for the agency or several business areas in the agency. The size and complexity of the agency determines whether one or several leaders in the agency operate in this context. Some second tier leaders who have delegated end of line authority for aspects of the agency's work and directly liaise with high level influential stakeholders such as ministers and boards operate in the Agency Leader context.

Leaders monitor trends and read the local to global environmental contexts pertinent to their agencies to derive strategy, and protect and enhance services delivered by the agency.

They are cognisant of systems that are interdependent and how changes in one potentially impact others. They make collegial decisions about how best to account for change.

They are faced with decisions and problems which have greater impact, risk and increasing uncertainty than those faced by leaders in preceding contexts. They embrace the weight of this and work comfortably with the unknown.

They inspire, empower and influence to gain results that benefit the agency, sector and communities they serve.

Overview

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Build capability

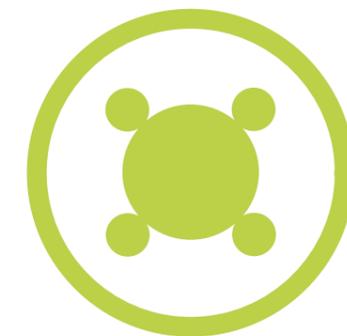
pg 111-112

Embody the spirit of public service

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Lead adaptively

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Leadership in this context involves leaders:

- shaping the agency by adopting a broad long term perspective, formulating what could be and how to get there
- reading social, political, economic and technological contexts to position the agency for success and guarantee sustainability
- monitoring trends to understand the local, regional, national and global contexts of the agency, recognising that task boundaries should be considered beyond just state parameters
- leading in culturally informed ways, taking into account diversity and inclusion as well as First Nations culture, history and experiences
- understanding and embracing complexities involved in running an agency, valuing multidimensional thinking, and integrating a variety of business needs and matters into a holistic plan
- applying strong business acumen; evaluating strategy for capital allocation; analysing business metrics to prioritise strategies with the greatest probability for success; and identifying business needs and sourcing the capabilities to address them
- working with and across community, industry and government; and networking with key people across a variety of fields to understand issues and trends that may impact the agency

- identifying, developing and coaching current and future senior leaders; valuing and prioritising their success; and inspiring and supporting the performance of the agency
- working successfully with high level influential stakeholders such as ministers and boards.

Development in this context focuses on leaders:

- understanding and navigating complex and ambiguous environments
- designing and implementing strategies which have a positive impact on the communities the agency serves.

Leaders in this context spend the majority of time:

- being responsible for the development and sustainability of the agency's human and business capital
- allowing space for thinking, reflecting, learning, analysing trends and strategising
- networking with and meeting key people across a variety of fields and industries that may enable the agency to better identify and understand trends.

Leaders in this context contribute to the work of others by:

- inspiring and supporting performance in the agency
- removing obstacles and challenges, and creating an environment that supports success
- identifying potential opportunities for the agency and maintaining strong networks.

Transitioning to the next leadership context:

In the sector, the opportunity to transition to the Statewide Leader context depends in part on the size and scope of the agency being led.

During the transition from the Agency Leader context to the Statewide Leader context, leaders focus on being responsible for multiple stakeholders that transcend the traditional single agency focus, for example by engaging with the private sector and industry experts. They show they are skilled at setting sector wide direction and thinking about the global business context.

The fundamental shifts that occur during this transition include:

- shifting their mindset from a single agency focus to a sector wide focus, evaluating and balancing sector needs with individual agency needs
- facilitating long term organisational effectiveness by building agencies to deliver longer term strategy
- moving away from high level strategic thinking to long term visionary thinking and execution.

Challenges of transitioning to the next leadership context

The most difficult aspect of this transition is that leaders are required to move away from a long list of goals to a short list of long time cycle initiatives. Capability to transition is usually developed through a series of diverse experiences over a long period. If they do not transition well, leaders risk isolating themselves, spending too much time on external relationships, not paying enough attention to people issues, or finding themselves being repeatedly asked the same questions by ministers and boards.



Agency Leader

Expected behaviour: Lead collectively

The expected behaviour is to **lead collectively**, consciously adopting the mindset **“I am part of something bigger.”**

You understand how your work and the work of the agency fit in the sector, recognising your role in creating and supporting value for the future of Western Australians.

You understand and leverage the interrelationships that exist in the sector and ensure that strategic decisions create value for the agency and sector, now and into the future.

You identify, synthesise, translate and articulate the interrelationships and connections between the work of your agency and the sector, and encourage your leaders to do the same. You address matters that are both internal and external to the agency and continually identify the impacts and consequences of your decisions on the sector.

You adopt a system wide perspective to ensure your agency is creating shared value. You identify and build key strategic relationships and partnerships across the sector.

To **lead collectively**, you consciously adopt the mindset **“I am part of something bigger.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You are considered in shaping the future direction of the agency with an understanding of the future needs of the sector.	You make decisions based on your understanding of how the work and future direction of the agency fits into the future needs of the sector. You understand the impacts and consequences of your decisions on other parts of the sector.	You build a shared understanding of the future needs of the sector. You ensure you have a solid appreciation of the impact of your decisions on other parts of the sector and take them into account in decision making.
You develop strategic goals which are mostly tactical in nature, focusing on delivering medium to long term value for the agency.	You develop strategic goals and priorities that have the greatest potential to positively impact the agency and sector in the medium to long term.	You develop strategic goals and priorities with the greatest potential for positive impact on the sector in the long term.
You identify key stakeholders and build partnerships for the agency.	You intentionally build and leverage partnerships with key stakeholders to ensure support for agency initiatives.	You maintain and leverage appropriate networks across the sector, ensuring strategic support for current and future initiatives.
You make strategic decisions that create future value for the agency and sector for the medium term.	You make decisions that add value for the medium to long term, having a clear understanding of current and future trends affecting the agency and sector.	You make strategic decisions that create future value for the agency and sector for the long term.



Agency Leader

Expected behaviour: Think through complexity

The expected behaviour is to **think through complexity**, consciously adopting the mindset **“There is more than one solution.”**

You are comfortable with a high level of complexity arising from ambiguity and uncertainty, creating value in an unknowable long term future.

You are able to distinguish between detail complexity (related to a large number of variables) and dynamic complexity (related to increasing timespan between the decision made and the outcome of that decision). You are comfortable with dynamic complexity and easily navigate detail complexity.

You take decisive action in the face of uncertainty. You think logically about the short, medium and long term variables that could impact your agency and the sector.

You ensure the viability of solutions that contribute to the sustainability of your agency and the sector. You have the confidence to change pathways when vital for the sector.

You develop innovative solutions in your agency and contribute to shaping innovative solutions for the sector. You establish strategic risk management processes and ensure risk is incorporated into your decision making. You continuously evaluate the risk of your decisions on the sector.

To **think through complexity**, you consciously adopt the mindset **“There is more than one solution.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You take a broader perspective by considering multiple factors and taking the wider context (macro and micro) into account.	You identify patterns, trends and connections between seemingly unrelated situations, along with the impact of any issues on the agency in the medium to long term.	You identify future potential problems, needs and trends through conceptualisation, forecasting and creative thinking, taking a medium to long term view.
You consider wider impacts that may arise from decisions which have been made. You acknowledge the need to take decisive action to create future value for the sector.	You take decisive action in the face of uncertainty and consider both shorter term predictable and longer term unpredictable variables.	You take strategic action in the face of uncertainty that arises from both shorter and longer term predictable and unpredictable variables. You use uncertainty as a resource and promote change as the only constant.
You select innovative but practical solutions to immediate problems that meet short, medium and long term needs.	You select and promote solutions with the greatest short, medium and long term benefits, minimal risks and other consequences to the agency.	You select and promote solutions with the greatest medium to long term benefits, minimal risks and other consequences to the agency and sector.
You proactively and strategically manage risk in the agency.	You provide oversight to ensure risk management processes are embedded in operations, systems and processes of the agency to be responsive to current and dynamic risk.	You manage agency and sector risk by establishing and developing broad scale, longer term risk and governance objectives, goals and projects.



Agency Leader

Expected behaviour: Dynamically sense the environment

The expected behaviour is to **dynamically sense the environment**, consciously adopting the mindset **“There is always more to the story.”**

You scan and decipher the internal and external environments, leveraging understanding to influence and persuade others so as to create value for Western Australians.

You identify patterns, trends and connections in the social, political and business context both internal and external to your agency. You monitor your environment, and proactively revise strategies and decisions to reflect the immediate and future needs of your agency and the sector.

You leverage your understanding of the environment to deliver key strategic priorities and proactively manage the risk of reactive decision making in your agency. You understand the social and political nuances of your agency and the sector, and use this understanding to create and deliver future value for the sector.

You adapt your personal style to influence key stakeholders. You lead your agency by winning the hearts and minds of others. You display competence, integrity and benevolence in your interactions. You establish trusting relationships with internal and external stakeholders to influence and deliver future value. You build partnerships and link strategic goals with the needs of stakeholders.

To **dynamically sense the environment**, you consciously adopt the mindset **“There is always more to the story.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<p>You demonstrate behaviours that are evolving and starting to add value in this context.</p>	<p>You demonstrate behaviours that are appropriate for this context and have room to grow.</p>	<p>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</p>
<p>You are aware of sector, society, government and legislative trends that may have an impact on community needs.</p>	<p>You identify and respond to key economic, environmental, technological, legislative, social and political forces.</p> <p>You manage their impact on the viability of the agency in the medium to long term.</p>	<p>You anticipate and proactively address emerging changes that may have an impact on the agency and sector in the medium to long term.</p>
<p>You identify key internal and external relationships that may have an impact on the sustainability of the agency.</p>	<p>You identify and foster key stakeholder relationships, leveraging your understanding of the social and political factors affecting the agency.</p> <p>You draw on these relationships and insights to advance changes that support the future sustainability of the agency.</p>	<p>You intentionally create value for the agency by influencing and shaping the social, political and economic strategy of the agency and sector.</p>
<p>You keep informed of political agendas and identify key stakeholders whose support would positively influence action.</p>	<p>You influence critical decisions by enlisting the support of key stakeholders who can gain the support of others through their perceived expertise, credibility and influence.</p>	<p>You represent both ‘a voice of reason’ and ‘the devil’s advocate’ in critical decisions.</p> <p>You negotiate skilfully at all levels internally and externally to achieve agency objectives.</p>
<p>You use personal influence rather than positional power to project authority and credibility, and to influence and motivate others to achieve results.</p>	<p>You link your ideas to shared goals as a means of influencing others.</p> <p>You use personal influence to make a positive difference across the agency and externally.</p> <p>You use your in depth understanding of stakeholder groups to move towards a specific agenda.</p>	<p>You are able to change the perspectives of key stakeholders by expressing ideas through careful use of language, symbolism and cultural signals, as appropriate, to influence key decisions for the good of Western Australians.</p>



Agency Leader

Expected behaviour: Deliver on high leverage areas

The expected behaviour is to **deliver on high leverage areas**, consciously adopting the mindset **“Some actions are more powerful than others.”**

You pursue with tenacity the high leverage priorities that are essential to your agency, key stakeholders and Western Australians.

You identify the strategic priorities that are essential for your agency and the broader sector. You demonstrate a drive to deliver against longer term strategic objectives for your agency and contribute to creating future value for the sector.

You pursue your goals with determination and navigate barriers to deliver on them, demonstrating a high level of personal resilience. You generate alternative pathways to reach your goals and adjust your course as necessary.

You explore new opportunities for your agency and challenge the status quo to contribute to the creation of long term future value.

To **deliver on high leverage areas**, you consciously adopt the mindset **“Some actions are more powerful than others.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
With a clear understanding of future value, you set realistic but challenging goals for the agency.	You set clear, challenging objectives and standards of excellence for the agency, yourself and others, displaying enthusiasm and confidence.	You create a clear, ambitious direction for the agency and articulate the standards expected of yourself, others and the agency by quickly zeroing in on the critical few priorities. At the same time you ensure key stakeholder priorities are attended to.
You lead by example by seeking to outperform stakeholder performance expectations. You continually monitor the performance of the agency against set objectives and standards of excellence.	You manage the executive team and other direct reports for consistently high performance. You monitor performance against challenging objectives and standards of excellence that exceed requirements. You apply knowledge, experience and capability to deliver superior results even in novel situations where no precedent exists.	You identify high leverage areas and drive performance to exceed set objectives and standards of excellence. You embrace uncertainty by applying knowledge, experience and capability to deliver in new and challenging situations. You negotiate and access additional resources for critical work where necessary.
You generate innovative and practical solutions to problems, taking into consideration impacts in the short, medium and long terms.	You ensure the viability of solutions by forecasting the potential of ideas, projecting how they could play out in the sector in the medium to long terms.	You provide oversight to ensure efficient and economical use of agency resources (including budgets, people capability, facilities and time) to solve longer term problems and ensure sustainability of the agency.
You generate new and divergent thinking, provide fresh insights and make connections between previously unrelated ideas. You demonstrate good judgement about which creative ideas to endorse.	You challenge the status quo and assumptions which impact the performance of the agency. You encourage the development of viable alternatives. You champion continuous improvement initiatives.	You lead a culture of continuous improvement in the agency. You broadcast information about successful improvement initiatives in the agency. You celebrate examples of success.



Agency Leader

Expected behaviour: Build capability

The expected behaviour is to **build capability**, consciously adopting the mindset **“We are only as good as our people.”**

You develop capability in the sector to create value for the future of Western Australians.

You proactively develop leaders to deliver future value to your agency and the broader sector. You engage in whole of sector talent identification, aligning agency specific protocols with sector processes and systems.

You develop the future capability requirements of your agency and ensure you contribute to developing a diverse talent pipeline in the sector. You create and support strategies in the agency that encourage talent to remain in the sector.

You understand the value of a diverse and inclusive sector, and develop and implement strategies to engage and promote diversity and inclusion in your agency.

You focus on developing the capability of your staff, paying particular attention to coaching and mentoring senior leaders. You align your agency’s structures and practices with the sector, encouraging a healthy and productive sector culture.

To **build capability**, you consciously adopt the mindset **“We are only as good as our people.”**
Examples of this behaviour in action at the 3 mastery levels:

	Developing	Proficient	Mature
	You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
	You use interpersonal styles and engagement methods that inspire, motivate, create enthusiasm and build passion and energy to develop the talent pipeline in the sector.	You lead an agency culture of people development and promotion of autonomy, demonstrating trust and confidence in the capability of others. You set an example by fully delegating significant initiatives to competent others, overcoming objections based on hierarchy.	You create a coaching culture in the agency, and coach and mentor talent and future leaders for the sector. You influence the executive team to follow this example of developing talent.
	You create an environment where people can grow and contribute their diverse talents, experiences and perspectives.	You promote and advocate for diversity and inclusion in the agency. You recognise differences between people and acknowledge the value these differences bring.	You set up strategic development initiatives to develop the capabilities of a diverse workforce aligned to the current and future needs of the agency.
	You provide oversight to ensure that implementation of people development programs and systems are aligned to agency strategy for the development of future leaders – including succession planning, identifying talent and building talent pools.	You provide oversight to ensure alignment between agency specific people development programs and systems and the broader sector. You provide oversight to ensure individuals in the talent pipeline are provided with accelerated development to meet future capability requirements.	You shape the agency’s people development strategies and systems to align with anticipated future needs of the broader sector. You provide oversight to ensure sustainability of the talent pipeline into the future for the agency and sector.
	You identify leaders with talent and create tailored development opportunities.	You provide oversight to ensure talented individuals in the agency are provided with tailored and accelerated development which may include opportunities external to the agency.	You nurture and retain the next generation of leaders without disengaging solid performers. You support and encourage talent in the agency and employ retention strategies by pre-empting low engagement.
	You demonstrate practices that support your personal wellbeing and enhance a healthy workplace culture. You are intentional in building this culture across the agency.	You are highly active in your role and responsibilities for building and creating a healthy workplace culture, ensuring this culture is aligned with the strategy of the agency.	You act as a champion for healthy work practices. You recognise and celebrate others for embedding practices that support a healthy workplace culture.



Agency Leader

Expected behaviour: Embody the spirit of public service

The expected behaviour is to **embody the spirit of public service**, consciously adopting the mindset **“We do everything for the public good.”**

You display and embody the spirit of public service in all your decision making, interactions and professional activities.

You show empathy and compassion, integrity and humility. You achieve results under challenging conditions while maintaining the reputation of your agency and the sector. You encourage excellence, and recognise and acknowledge outstanding performance in your agency. You ensure specific feedback is provided to staff who perform above expectations.

You are committed to and communicate the importance of good corporate governance practices and conduct. You promote respect for the sector in the agency and are proactive in dealing with ethical and misconduct matters. Your strong presence builds confidence in the agency.

You act as a guiding force for your agency and the sector, proactively managing your reputation, displaying a genuine passion for the sector and spirit of public service.

To **embody the spirit of public service**, you consciously adopt the mindset **“We do everything for the public good.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<p>You demonstrate behaviours that are evolving and starting to add value in this context.</p> <p>You create a culture in the agency where empathy and compassion for stakeholders are demonstrated consistently.</p>	<p>You demonstrate behaviours that are appropriate for this context and have room to grow.</p> <p>You develop an empathetic and compassionate culture across the agency, setting the standard for others.</p>	<p>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</p> <p>You shape the reputation of the agency and sector as compassionate and empathetic.</p> <p>You challenge decisions and behaviours that do not uphold this reputation.</p>
<p>You ensure the implementation of best practice corporate governance for the agency to maintain compliance with relevant legislation.</p>	<p>You formulate, update and continually improve corporate governance for the agency.</p>	<p>You actively build confidence in the reputation of the agency in the eyes of stakeholders by applying best practice corporate governance.</p>
<p>You lead by example, making decisions and shaping priorities to continuously reflect the vision of the agency.</p>	<p>You set a clear and shared sense of direction, focus and expectation for the agency.</p> <p>You build support for the current and future work of the agency.</p>	<p>You demonstrate and communicate a passion for the sector and the agency’s decisions and direction to inspire enthusiasm and energy for the future.</p>
<p>You promote respect for the agency by being proactive when dealing with ethical issues.</p>	<p>You conduct business ethically.</p> <p>You display behaviours that enhance the reputation of the agency in the eyes of stakeholders.</p>	<p>You act as an ambassador for the agency, embodying the spirit of public service by acting ethically.</p> <p>You insist that others behave accordingly and respond when they do not.</p>
<p>You lead in a manner that ensures agency initiatives enhance the reputation of the sector.</p>	<p>You show concern for the reputation of the sector by challenging the actions of others which may not enhance the reputation of the sector.</p>	<p>You coach business leaders to communicate and lead in a manner that enhances the reputation of the agency and fosters support for and approval of the sector.</p>



Agency Leader

Expected behaviour: Lead adaptively

The expected behaviour is to **lead adaptively**, consciously adopting the mindset **“I am forever curious, forever learning.”**

You are continually learning and adapting your personal style and approach to be effective in new and challenging contexts and positions.

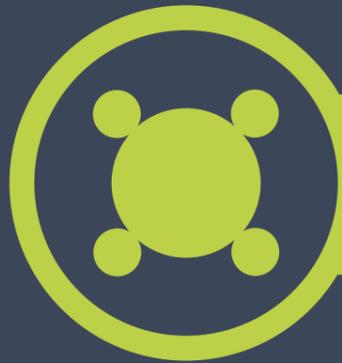
You continually seek to understand your own strengths, limitations and blind spots. You acknowledge that your ability to understand yourself is linked to your capability to lead others effectively.

You demonstrate a willingness and ability to learn and apply your knowledge, skills and experiences in new and challenging situations. You actively pursue strategic learning opportunities that support both your development and your ability to create future value for the agency. You seek feedback, evaluate its merit and take appropriate action as required.

You are adaptive and willing to embrace change. You adjust your work methods and the structures and processes of the agency so you can create and deliver future value for your agency and the sector.

To **lead adaptively**, you consciously adopt the mindset **“I am forever curious, forever learning.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
<p>You seek resources and stretch opportunities to support your ongoing growth and development as a senior executive.</p> <p>You bring this learning into your workplace to improve delivery of outcomes.</p>	<p>You actively seek resources and stretch opportunities that challenge your current knowledge and strengths to stretch and build your capabilities.</p> <p>You willingly engage in learning situations that are outside your comfort zone.</p>	<p>You create learning experiences that require you to act outside your comfort zone.</p> <p>You engage in and encourage learning experiences that challenge paradigms and drive performance to deliver agency value.</p>
<p>You develop personal and professional goals for yourself and others that align with the current and future development needs of the agency and sector.</p>	<p>You actively monitor the environment for learning experiences (both formal and informal) that stretch the capability of yourself and others.</p> <p>You make time for these experiences and promote opportunities for others.</p>	<p>You model a focus on continuous learning and development across the agency and sector.</p> <p>You ensure investment and resource allocation in the agency to support this focus.</p>
<p>You communicate the benefit of relevant strategic change projects to the agency.</p>	<p>You readily adapt to new agency demands and business environments.</p>	<p>You are effective in ambiguous and unpredictable situations.</p> <p>You manage transitions in a way that balances operational stability with agency renewal.</p>
<p>You champion strategic change projects to deliver future value for the agency.</p>	<p>You ensure the development of policies, systems and plans to support change processes across the agency and adjust as necessary.</p>	<p>You initiate change for the agency. You create a sense of urgency and enthusiasm around agency transformation to create future value.</p>
<p>You work effectively in different situations and with a variety of people and stakeholder groups. You can understand diverse perspectives and their impact on the agency.</p> <p>You shift gears comfortably.</p>	<p>You see matters from varying perspectives and integrate a range of diverse ideas into agency plans.</p>	<p>You create a focus on diversity and inclusion that demonstrates true assimilation of different ideas and perspectives for the future of the agency and sector.</p>



Statewide Leader

Context summary

Leadership in this context is about end of line responsibility for shaping policy at whole of state and sector levels to drive long term sustainable service delivery and create public value.

Leaders are accountable for creating future value and broader effectiveness by leading across the sector. They make decisions for the agency and sector which have a direct impact on the wellbeing and livelihood of Western Australians.

Leaders become long term visionary thinkers, maintain an outward and holistic perspective and deal comfortably with the unknown.

They focus on shaping the future direction of the entire sector and are responsible for building the capability of all agencies to create long term value for the sector.

They shape the sector through long term thinking, envisioning the future and formulating what could be and how to get there.

As well as displaying all the Agency Leader context behaviours, they are visionary thinkers who identify opportunities, set the agency direction and proactively manage multiple external constituencies.

Overview

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Lead collectively

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Dynamically sense the environment

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Deliver on high leverage areas

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Build capability

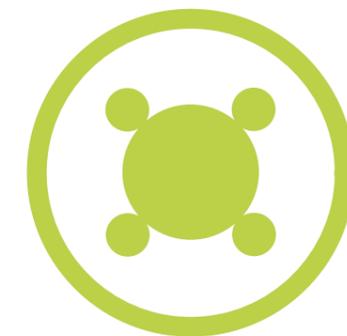
pg 129-130

Embody the spirit of public service

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Lead adaptively

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Leadership in this context involves leaders:

- displaying a high level of strategic acumen and positioning with a long term focus
- demonstrating sound people judgement and making business decisions to benefit the agency, its people and the wider community across a large scale system
- focusing on the whole entity rather than individual business outputs and outcomes
- leading in culturally informed ways, taking into account sector diversity and inclusion as well as First Nations culture, history and experiences
- developing operational mechanisms to know and drive quarter by quarter performance
- sensing external shifts and doing something about them
- valuing appropriate risk taking, deep thinking and complexity
- getting things done with energy and innovation rather than mere compliance
- displaying the emotional courage necessary to make difficult decisions.

Development in this context focuses on leaders:

- expanding their knowledge of best practice through a variety of forums and networks
- reading widely and participating in national and global forums of thought leaders
- fine tuning their communications skills to an exceptional level so they inspire, empower and influence all sector employees.

Leaders in this context spend the majority of time:

- building a team of high achieving senior leaders and continuously developing their capabilities
- building relationships with other Statewide Leaders and Agency Leaders; local, national and international peers; and leaders of industry
- scanning internal and external environments, and revising current strategies and priorities accordingly
- forecasting the future needs of the community and strategising the agency's future direction
- leading and driving sector wide solutions generation.

Leaders in this context contribute to the work of others by:

- delivering consistent, predictable, top and bottom line results; and setting the agency direction in a broad, global context
- providing the agency with a sense of purpose and clear roadmap
- sharing their vision with a broad range of people on a regular basis, motivating them and capturing their interests
- exposing their leaders to new experiences to build their confidence and capabilities
- effectively managing relationships both internally and externally, and identifying new business opportunities where others have not.



Statewide Leader

**Expected behaviour:
Lead collectively**

The expected behaviour is to **lead collectively**, consciously adopting the mindset **“I am part of something bigger.”**

You understand how your work and the work of the agency fit in the sector, and recognise your role in creating and supporting value for the future of Western Australia.

You proactively shape the interrelationships that exist in the sector to deliver future value. You build and sustain long term partnerships across the sector and externally so you can drive synergies and initiatives.

In developing strategy, you pay attention to matters that exist both internally and externally to your agency and take responsibility to shape the system. You develop appropriate solutions that best serve the interests of the sector and Western Australia by identifying the intended and unintended impacts of your strategic plan.

You understand how your decisions, actions and behaviours impact the sector. You adopt a system wide perspective to ensure sector agencies are creating shared value. You encourage leaders to identify and shape how their work supports the public sector environment and circumstances.

To **lead collectively**, you consciously adopt the mindset **“I am part of something bigger.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<p>You demonstrate behaviours that are evolving and starting to add value in this context.</p>	<p>You demonstrate behaviours that are appropriate for this context and have room to grow.</p>	<p>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</p>
<p>You actively contribute to shaping the future direction of the sector, with an understanding of its future needs and those of Western Australia.</p>	<p>You understand and articulate how the sector’s future direction and the work of its agencies create future value for it and for Western Australia.</p>	<p>You create a shared direction and understanding among all agencies in the sector, appreciating and empowering the collective collaboration required to create future value for the sector and Western Australia.</p>
<p>You understand and consider the impacts and consequences of your decisions on other parts of the sector.</p>	<p>You intentionally build a shared understanding and appreciation of the impacts of your decisions on other parts of the sector.</p>	<p>You influence decisions to shape the direction of the sector and Western Australia.</p>
<p>You establish and leverage effective internal and external networks to support initiatives that facilitate the sustainability of the sector.</p>	<p>You proactively and strategically build and maintain appropriate internal and external networks to support initiatives that facilitate the sustainability of the sector.</p>	<p>You build and sustain strong long term partnerships across the sector and globally to drive synergies and support initiatives that create future value for Western Australia.</p>
<p>You make strategic decisions that balance short and long term value contributions for the agency and the broader community.</p>	<p>You make strategic decisions that create value for the agency, sector and broader community for the long term future.</p>	<p>You make strategic decisions that may change or redefine the agency in a way that creates future value for both the sector and Western Australia.</p>



Statewide Leader

Expected behaviour: Think through complexity

The expected behaviour is to **think through complexity**, consciously adopting the mindset **“There is more than one solution.”**

You are comfortable with a high level of complexity arising from ambiguity and uncertainty, creating value in an unknowable long term future.

You effectively distinguish between detail complexity (related to a large number of variables) and dynamic complexity (related to increasing timespan between the decision made and the outcome of that decision). You embrace dynamic complexity and navigate detail complexity with ease. You make decisions that create value by thinking deeply and logically to obtain and evaluate evidence.

You embrace the complexity arising from ambiguity and uncertainty to create sustained viability and value for an unknowable long term future. You identify innovative ideas and solutions that are in the best interests of the public sector and deliver future value for Western Australia.

You build strategic risk management strategies into decision making, always calculating the risk of your decisions. You translate abstract ideas into concrete practices that can be communicated to a wide range of audiences.

To **think through complexity**, you consciously adopt the mindset **“There is more than one solution.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You respond to uncertainty and lack of clarity by implementing a past proven strategy.	You take decisive action in the face of ambiguity, uncertainty and intangibility where the possible impact is unknown. You take calculated risks to improve performance.	You foster a philosophy which ensures solutions to complex problems are appropriate and effective rather than impressive. You demonstrate the courage to accept and use failure and setbacks when they arise.
You generate innovative but practical solutions to problems that meet short and long term needs or have short and long term benefits.	You identify and ensure the viability of innovative concepts that take the agency and sector forward. You understand what drives long term value and sustainability, and ensure decisions balance the need to deliver short term results with long term value.	You create ideas to reshape the agency and sector over the long term. You persistently think about and deliberate on new ways to stay ahead of global trends and transform the sector.
You lead in a manner that demonstrates the ability to anticipate and manage risk in the agency and for the sector.	You ensure implementation of appropriate contingency plans to safeguard assets and agency and sector reputation against risks.	You build strategic risk management into the agency business strategy. You foster a risk management culture throughout the sector.
You understand the interdependency of multiple factors, and comprehend the depth and breadth of matters that may have an impact on the agency and sector in the medium term.	You identify patterns, trends and connections between seemingly unrelated situations, along with the impact of any matters on the agency and sector in the long term.	You identify future potential problems, needs and trends through conceptualisation, forecasting and creative thinking, taking a long term view.



Statewide Leader

Expected behaviour: Dynamically sense the environment

The expected behaviour is to **dynamically sense the environment**, consciously adopting the mindset **“There is always more to the story.”**

You scan and decipher the internal and external environments, leveraging understanding to influence and persuade others so as to create value for Western Australia.

You deliver on key strategic priorities and manage the consequences of reactive decision making. You sense and accurately decipher the social, political and business contexts, and revise strategies and priorities accordingly.

You navigate and minimise the consequences of necessary reactive short term decision making and continually ensure that these decisions will create long term value for the public sector and Western Australia.

You navigate the subtle social and political nuances of the public sector by adapting your personal style, approach and communications to add value for your agency and the public sector.

You win the hearts and minds of others and leverage this ability to strategically influence and build alliances with internal and external stakeholders. You establish trusting relationships and display competence, integrity and benevolence in your interactions.

To **dynamically sense the environment**, you consciously adopt the mindset **“There is always more to the story.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<p>You demonstrate behaviours that are evolving and starting to add value in this context.</p>	<p>You demonstrate behaviours that are appropriate for this context and have room to grow.</p>	<p>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</p>
<p>You strategically build and maintain effective and collaborative relationships with diverse stakeholders to support the priorities of the agency and sector.</p>	<p>You strategically engage stakeholders and manoeuvre effectively through complex political situations.</p>	<p>You use your in depth understanding of the sector and relationships with individuals in it to build behind the scenes support and influence to optimise opportunities.</p>
<p>You detect and analyse the cause and effect relationships that have an impact on the agency and sector.</p>	<p>You identify patterns, trends and connections between situations and their impact on the agency and sector.</p>	<p>From complex information, you identify the seemingly unrelated patterns, trends and connections to create future value for the agency, sector and Western Australia.</p>
<p>You react sufficiently to changes in the external environment to safeguard the future of the agency and sector.</p>	<p>You use judgement to make assumptions about how the social and political factors influencing the agency and sector could change, and their impact on the viability of the agency and sector in the long term.</p>	<p>You create value by acting at the strategic level to anticipate, address and influence emerging trends and issues in the social, business, political and global environments.</p>
<p>You get support for ideas and initiatives when the political environment is a ‘known’ or when your personal style matches the target audience.</p>	<p>You know when and how to influence and build support for decisions by reading the political environment and adapting your personal style.</p>	<p>You have a deep understanding of different political agendas and adopt the appropriate message and style to gain commitment from a diverse set of stakeholders.</p>
<p>You communicate with purpose and direction to inform and advise others and influence their opinions. You use personal influence rather than positional power to project authority and credibility, and to influence and motivate others to achieve results.</p>	<p>You communicate with purpose and direction in a clear and convincing manner to influence and shape opinions, priorities and perspectives. You build the necessary communication infrastructures to support varied communications needs across the sector. You use personal influence to make a positive difference across the sector and externally.</p>	<p>You establish rapport and project authority, presence, credibility and confidence, persuading others to give their agreement and commitment for the benefit of Western Australia even in adversarial situations.</p>



Statewide Leader

Expected behaviour: Deliver on high leverage areas

The expected behaviour is to **deliver on high leverage areas**, consciously adopting the mindset **“Some actions are more powerful than others.”**

You pursue with tenacity the high leverage priorities that are essential to your agency, key stakeholders and Western Australians.

You demonstrate a strong drive and determination to deliver on strategic objectives that are long term, high leverage priorities. You ensure that short term decisions and strategies are aligned to the long term direction.

Faced with challenges, you demonstrate personal resilience to deliver future value for Western Australia. You identify potential barriers to delivering your goals and develop multiple pathways to achieve them.

You display an enterprising spirit and, rather than retain the status quo, actively explore new opportunities and move towards change.

To **deliver on high leverage areas**, you consciously adopt the mindset **“Some actions are more powerful than others.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You create a shared direction for the agency and support the implementation of its strategy to deliver future value to the sector.	You create and regularly revise the strategic direction and intent of the agency. You adapt priorities in consideration of changing circumstances and the intent of the sector.	You critique a multiplicity of pathways and select the one most likely to create future value, ensuring buy-in and an understanding of the resulting decisions.
You actively pursue challenging objectives and monitor achievement. You demonstrate capability for sustained effort and high standards of agency excellence and persistence in the face of difficulties.	You relentlessly pursue challenging objectives that create future value for the sector. You demonstrate tenacity and drive to deliver excellence and sustainability across the sector and monitor success.	You apply knowledge, experience and capability to deliver superior results for the sector and Western Australia especially in novel situations where no precedent exists.
You quickly zero in on the critical few priorities and put the trivial many aside while ensuring key stakeholder priorities are attended to.	You quickly sense what helps or hinders accomplishing strategic goals. You actively eliminate roadblocks and create a focus for the agency and sector.	You instil a culture in the agency and across the sector that encourages creativity, innovation, lateral thinking, collaborative partnerships and a continuous improvement orientation to create a preferred future.
You target areas for improvement that yield short term benefit for the agency and sector but may not be sustainable over the long term.	You challenge the status quo to ensure critical areas for improvement that add the greatest value to the agency in the long term are targeted.	You are passionate about and make decisions that create value for Western Australians by linking the need for improvement initiatives to trends across the state.
You embrace and overcome obstacles and challenges with ease, displaying resourcefulness and flexibility in your approach.	You are highly motivated by difficulties and challenges displaying a high level of personal resilience at all times. You lead others to deliver outstanding results in times of crisis. You maintain and role model a high level of professionalism even when under pressure.	You demonstrate a high level of awareness and intentionally work to maintain your own personal resilience and wellbeing. You inspire others to maintain a positive outlook during adversity. You support and coach others through difficult and challenging assignments.



Statewide Leader

Expected behaviour: Build capability

The expected behaviour is to **build capability**, consciously adopting the mindset **“We are only as good as our people.”**

You proactively develop capability in the public sector to create value for the future of Western Australia.

You sponsor and commit to whole of sector talent identification, development and management, supported by agency specific protocols. You recognise that identifying and developing leaders is vital for the sustainability of the public sector.

You anticipate the future capability requirements of your agency and the broader public sector. You create and support strategies that encourage talent to remain in the public sector. You understand the value of a diverse and inclusive public sector. You develop and implement strategies to engage others in promoting diversity and inclusion across the agency and public sector.

You focus on developing the capability of your staff with particular attention to coaching and mentoring senior leaders. You support and develop their potential and encourage your peers to do likewise, thus building a coaching culture in your agency and the public sector. You recognise your role in building a focus on the development of people in the public sector, and actively develop and implement sustainable public sector wide structures and practices that encourage a healthy public sector culture.

To **build capability**, you consciously adopt the mindset **“We are only as good as our people.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<p>You demonstrate behaviours that are evolving and starting to add value in this context.</p>	<p>You demonstrate behaviours that are appropriate for this context and have room to grow.</p>	<p>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</p>
<p>You use interpersonal styles and methods that inspire, motivate and create enthusiasm, building passion and energy to promote the talent pipeline in the sector.</p>	<p>You promote a people development culture in the agency and ensure this is included as a key performance imperative for managers to ensure the sustainability of the talent pipeline for succession into the future.</p>	<p>You are a good judge of talent. You project what people are likely to do across a variety of situations and what their future potential may deliver to the sector. You have a track record and process for developing this talent.</p>
<p>You develop capabilities in a diverse talent pipeline aligned to the current and future needs of the agency.</p>	<p>You build a strong culture that addresses inequality and highlights the value of diversity in the sector.</p>	<p>You actively embrace equality and diversity to demonstrate a sector wide commitment to diversity.</p>
<p>You identify, recognise and develop the potential and talent in the agency and across the sector. You develop bench strength through succession planning, identifying potential successors and building the talent pipeline for key positions.</p>	<p>You actively promote and engage with sector talent identification, management and development. You actively shape and develop agency level processes and systems to align with broader sector talent processes. You balance developing people to address current needs with introducing new skills to address future forecasted needs.</p>	<p>You understand the changing nature of work and associated future capability requirements. To avoid facing surpluses of obsolete skills and gaps of scarce expertise you adopt a strategic perspective to managing the capabilities of the agency. You ensure future sector talent requirements are identified, developed and nurtured.</p>
<p>You demonstrate practices that support your wellbeing, enhance a healthy agency and sector culture. You understand your role and responsibility in building this culture.</p>	<p>You are highly active in your role and responsibilities for building and creating a healthy culture in the agency and influencing across the sector. You ensure this culture is aligned with the strategy of the agency and whole of sector direction.</p>	<p>You act as a champion for healthy work practices across the sector. You recognise and celebrate others for embedding supportive practices across the sector.</p>



Statewide Leader

Expected behaviour: Embody the spirit of public service

The expected behaviour is to **embody the spirit of public service**, consciously adopting the mindset **“We do everything for the public good.”**

You display and embody the spirit of public service in all your decision making, interactions and professional activities.

You show empathy and compassion, integrity and humility. You get results under tough conditions while maintaining the reputation of your agency, the public sector and stakeholders. You inspire others to achieve excellence for the public sector and Western Australia.

Your personal presence builds confidence in others. You actively maintain this presence to strategically influence the creation of future value for the public sector and Western Australia. You build and maintain your reputation, understanding how closely it is linked to the reputation of the public sector.

You embody the spirit of public service and act as a values ambassador for the public sector, identifying misconduct and taking appropriate action. You display a genuine passion for the public sector and its work in creating present and future value for the state.

To **embody the spirit of public service**, you consciously adopt the mindset **“We do everything for the public good.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
<p>You act in a manner consistent with the spirit of public service.</p> <p>You take actions consistent with the spirit of public service even under intense pressure to do otherwise.</p>	<p>You always act in a manner consistent with the spirit of the public service and articulate the rationale behind popular and unpopular decisions.</p> <p>You confront behaviours that challenge the spirit of public service.</p>	<p>You intentionally influence the narrative around integrity for stakeholders by confronting issues and challenging assumptions assertively despite potential personal cost or risk.</p>
<p>You oversee implementation of plans, policies and procedures to ensure legislative and corporate governance requirements are met.</p> <p>You ensure actions and decisions reflect the agency’s vision and are in keeping with the spirit of public service.</p>	<p>You oversee implementation of corporate governance for the agency, ensuring compliance with relevant legislation at all times.</p> <p>You ensure the spirit of public service is embedded in processes and systems, and reflected in the behaviours of staff in the agency.</p>	<p>You actively build confidence in the reputation of the sector in the eyes of all stakeholders through appropriate governance.</p> <p>You show concern for the reputation of the sector by directly challenging the actions or values of powerful others which may conflict with the spirit of public service.</p>
<p>You demonstrate humility in your interactions with people and are recognised as a leader with humility.</p>	<p>You influence the agency to act in a manner that displays humility and are recognised by the sector as having this influence.</p>	<p>You provide leadership across the sector in a manner that demonstrates a high level of humility.</p>
<p>You set a clear and shared sense of direction, focus and expectation.</p> <p>You inspire and promote a compelling sense of purpose for the immediate future.</p>	<p>You set a clear and shared sense of direction, focus and expectation.</p> <p>You inspire and promote a compelling sense of purpose for the future of the agency and sector.</p>	<p>You demonstrate and communicate a passion for the sector and Western Australia through a compelling vision that generates enthusiasm and energy for the preferred future.</p>
<p>You promote respect for the agency and sector by being proactive when dealing with ethical issues.</p>	<p>You conduct business ethically.</p> <p>You display behaviours that enhance the reputation of the agency and sector in the eyes of stakeholders.</p>	<p>You act as an ambassador for the sector, embodying the spirit of public service by acting ethically.</p> <p>You insist that others behave accordingly and respond when they do not.</p>



Statewide Leader

Expected behaviour: Lead adaptively

The expected behaviour is to **lead adaptively**, consciously adopting the mindset **“I am forever curious, forever learning.”**

You are continually learning and adapting your personal style and approach to be effective in new and challenging contexts and positions.

You understand your own strengths, limitations and blind spots.

You demonstrate an elevated willingness, motivation and ability to learn. You actively pursue learning opportunities that support both your development and your ability to create future value for Western Australia.

You actively and regularly seek feedback from a range of sources, reflecting on and evaluating the merit of the feedback and translating your learning into meaningful action.

You are proactive, demonstrating an intentional willingness to improve things and seek alternative opportunities to create future value. You proactively change and modify your environment and work methods to lead the public sector, your agency and teams effectively.

To **lead adaptively**, you consciously adopt the mindset **“I am forever curious, forever learning.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
<p>You seek resources and stretch opportunities to support your ongoing growth and development as a statewide leader.</p> <p>You contribute this local and international learning to create long term value for the sector.</p>	<p>You actively scan the internal and external environments for experiences that lead to the development of future anticipated skills and knowledge.</p> <p>You invest in and make time to engage in learning experiences and opportunities for yourself and others.</p>	<p>You create and promote a focus on ongoing learning and development across the sector.</p> <p>You ensure that investment and personal modelling support this focus.</p>
<p>You envisage and communicate the benefits of relevant strategic change projects to the sector.</p>	<p>You readily adapt to changing circumstances and adjust sector strategy accordingly.</p>	<p>You are highly effective in ambiguous and unpredictable situations.</p> <p>You adapt in anticipation of changing future circumstances that may not be immediately evident.</p>
<p>You work effectively in different situations and with a variety of people and stakeholders. You engage with diverse perspectives and understand their impact on the agency and sector.</p> <p>You shift gears comfortably.</p>	<p>You see issues from varying perspectives and integrate a range of diverse ideas into sector plans.</p>	<p>You create a focus on diversity and inclusion that demonstrates true assimilation of different ideas and perspectives for the future of Western Australia.</p>



We are proud to deliver our services from Whadjuk Noongar boodja. We acknowledge and pay respect to Elders, Traditional Owners and Custodians from the many land and language groups of Western Australia.

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