

## Leading Others

Expected Behaviour	Behaviour Descriptors
<p><b>Lead Collectively</b> Seek and build key relationships, work together, and focus on the greater good.</p>	<ul style="list-style-type: none"> <li>• You understand how your work and that of your team contribute to achieving agency outcomes and fit in the sector.</li> <li>• You recognise your role in delivering value for the future of Western Australians.</li> <li>• 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.</li> <li>• You coach those you influence so they connect their work with the operations of the agency.</li> <li>• You work proactively to create shared thinking and understanding across your team.</li> <li>• You monitor the impact of your decisions and actions, ensuring that you continuously deliver value for the agency.</li> <li>• You accept responsibility for contributing to the collective strategy of the agency and adopt a perspective that embraces all those you lead.</li> <li>• 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.</li> <li>• You continuously seek to understand and align your work with other business areas to support an area wide perspective.</li> </ul>
<p><b>Think through complexity</b> Think critically, work with ambiguity and uncertainty, assess solutions and impacts, and take calculated risks.</p>	<ul style="list-style-type: none"> <li>• You think critically and strategically to solve problems and enhance effectiveness across your team or work area.</li> <li>• You use your skills, experience and knowledge to anticipate and identify problems.</li> <li>• You approach problems with curiosity, seek to understand and identify the root causes of problems and initiate solutions with confidence.</li> <li>• You are comfortable with multiple levels of data and extract the essential information related to the task.</li> <li>• You draw on information from an array of sources, applying your judgement and technical expertise to identify what is relevant and important.</li> <li>• You are confident in making decisions, seeking guidance from others as necessary.</li> <li>• 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.</li> <li>• 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.</li> </ul>
<p><b>Dynamically sense the environment</b> Be in tune with the political, social, and environmental trends that impact the work; understand and recognise</p>	<ul style="list-style-type: none"> <li>• You listen to, understand and recognise the needs of others in your work environment.</li> <li>• 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.</li> <li>• You seek to understand the root cause of problems by investigating multiple sources of information.</li> <li>• Your approach is to seek a shared understanding among your team and peers and your own leaders.</li> </ul>

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<p>the needs of others and leverage relationships for desired outcomes.</p>	<ul style="list-style-type: none"> <li>• You continually clarify objectives and provide guidance where necessary.</li> <li>• 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.</li> <li>• You communicate clearly and concisely to ensure a shared understanding.</li> <li>• You approach crucial conversations with consideration and confidence, and discuss issues and problems thoughtfully.</li> <li>• You adapt your communication style to target audience to influence or persuade.</li> </ul>
<p><b>Deliver on high leverage areas</b> Identify priorities, pursue objectives with tenacity and display resilience in the face of challenges.</p>	<ul style="list-style-type: none"> <li>• You pursue with tenacity the high leverage priorities that are essential to your work and agency.</li> <li>• You identify and understand the competing priorities of your work area, prioritising essential tasks and making adjustments as appropriate.</li> <li>• You assign tasks and delegate appropriately.</li> <li>• You train others to think about their work and how it relates to high leverage areas, and monitor the implementation and completion of tasks.</li> <li>• You drive high quality performance in your team or work area by setting clear and shared objectives.</li> <li>• You continually improve all aspects of your work area, keeping an open mind to explore innovative alternatives.</li> <li>• You persevere with determination to achieve your goals and those of your team or work group.</li> <li>• You identify obstacles early and navigate setbacks as they arise.</li> <li>• You demonstrate resilience and expertise to achieve results for your work area.</li> <li>• You model healthy work practices and encourage behaviours that foster a healthy culture.</li> </ul>
<p><b>Build capability</b> Proactively develop others; share learning to promote efficiency and effectiveness; and champion diversity and inclusion.</p>	<ul style="list-style-type: none"> <li>• You contribute to the development of those in your team or work area by understanding their current capabilities and striving to develop them further.</li> <li>• 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.</li> <li>• You proactively encourage your team to seek learning opportunities, empowering and guiding them to create and take ownership of their own development pathways.</li> <li>• You lead development and focus on processes and activities in your team and domain of expertise.</li> <li>• You embrace a diverse team and draw on the unique strengths of each member.</li> <li>• You visibly promote the value of diversity in the team, supporting the processes and policies of the sector.</li> </ul>

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	<ul style="list-style-type: none"> <li>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.</li> </ul>
<p><b>Embody the spirit of public service</b></p> <p>Display empathy, compassion, humility and integrity, and a genuine passion for the work; demonstrate a responsibility to Western Australians; and work in the interest of the public good.</p>	<ul style="list-style-type: none"> <li>You display and embody the spirit of public service in all your decision making, interactions and professional activities.</li> <li>You embody the spirit of public service by displaying empathy and compassion, integrity and humility.</li> <li>You encourage others to perform beyond expectations and deliver results for your area, acknowledging and rewarding excellent performance.</li> <li>You ensure your work practices and those of your team or work area are in accordance with the policies and procedures of your agency.</li> <li>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.</li> <li>You take responsibility for aligning others with prescribed work practices and act ethically, continually reinforcing the spirit of public service.</li> </ul>
<p><b>Lead adaptively</b></p> <p>Continuously seek to understand personal strengths and areas for improvement, be adaptive to change and adjust leadership style in different contexts.</p>	<ul style="list-style-type: none"> <li>You are continually learning and adapting your personal style and approach to be effective in the changing work environment.</li> <li>You proactively extend your knowledge, skills and expertise to ensure your contribution continues to add value.</li> <li>You acknowledge the impact of your work style and behaviours on others, modifying them when appropriate to enhance collective performance.</li> <li>You seek to develop your self awareness, reflecting regularly on your approach, strengths, weaknesses and blind spots.</li> <li>You take responsibility and accountability for your own development pathway, seeking guidance when necessary to identify appropriate development goals and plans.</li> <li>You proactively participate in learning opportunities, reflect on your learnings and, with appropriate support, actively implement them.</li> <li>You identify and engage with mentors and/or coaches who support your development as a leader.</li> <li>You seek feedback from a range of sources and use it to enhance your personal effectiveness.</li> <li>You embrace change in your work area.</li> <li>You lead others through changes with strength and understanding, and support those who are challenged by change.</li> <li>You share your learnings, encouraging an environment of continuous learning and growth.</li> </ul>