

## Executive Leader

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 the decisions you make connect with other parts of your agency and the sector.</li> <li>• You recognise your role in creating and supporting value for the future of Western Australians.</li> <li>• You take a system wide perspective to deliver value for the agency and sector.</li> <li>• 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.</li> <li>• 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.</li> <li>• You create value by fostering strong relationships across the agency to deliver value.</li> <li>• You continuously seek opportunities and build key strategic partnerships across the sector.</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 work with a high level of complexity arising from ambiguity and uncertainty, and create value for an unknowable long term future.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</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 the needs of others and leverage relationships for desired outcomes.</p>	<ul style="list-style-type: none"> <li>• You scan and decipher internal and external environments, leveraging understanding to influence and persuade others so as to create value for Western Australians.</li> <li>• You identify patterns, trends and connections between situations, and the impact of issues and strategy on your business areas.</li> <li>• You identify and acknowledge trends at societal, political and economic levels relevant to and likely to have an impact on your business areas.</li> <li>• You are proactive in ensuring short term tactical decisions in your business areas are aligned with the direction of the agency.</li> <li>• You recognise shared agendas and work towards mutually beneficial outcomes for all business areas.</li> <li>• You are conscious of your personal style and how it impacts on your ability to influence key stakeholders.</li> <li>• You proactively build your networks to deliver value for your business areas and the agency.</li> <li>• You establish trusting relationships in all interactions both internally and externally.</li> </ul>

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<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 agency, key stakeholders and Western Australians.</li> <li>• You identify the strategic priorities that are essential for your business areas and agency.</li> <li>• You balance tactical short term objectives with delivering value in the medium term.</li> <li>• You understand and recognise how the strategies and decisions in your business areas support the strategic direction of the agency.</li> <li>• 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.</li> <li>• You pursue your goals with determination.</li> <li>• When faced with challenges, you demonstrate personal resilience and proactively build your wellbeing resources.</li> <li>• You seek support to help navigate setbacks and risks, and when making decisions that have a high level of uncertainty.</li> <li>• You develop alternate plans and strategies to overcome barriers to delivering the goals and strategy of your business areas.</li> <li>• You seek counsel when necessary to identify the most appropriate plan.</li> <li>• You explore new opportunities for your business areas, and drive and encourage continuous improvement that contributes to delivering excellence for the agency</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 proactively build long term capability in the sector to create value for the future of Western Australians.</li> <li>• You proactively develop leaders to deliver value in your business areas and agency, and enhance capability in the sector.</li> <li>• You support and contribute to whole of sector talent identification, aligning the processes and systems in your business areas with those of the agency.</li> <li>• You develop the future capability requirements of your business areas and ensure you contribute to developing a diverse talent pipeline in the agency.</li> <li>• You support and manage strategies in the agency that encourage talent to remain in the sector.</li> <li>• You understand the value of a diverse and inclusive sector, and support and implement strategies to promote diversity and inclusion in your business areas.</li> <li>• You focus on supporting the development of long term capability in your business areas, providing development, coaching and mentoring opportunities for leaders.</li> <li>• You understand your role and responsibility for creating a healthy culture in your business areas, contributing to a productive sector culture.</li> </ul>
<p><b>Embody the spirit of public service</b></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> </ul>

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<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 deliver results under challenging conditions while maintaining the reputation of your business areas and the agency.</li> <li>• You encourage excellence by recognising and acknowledging outstanding performance in your business areas.</li> <li>• You ensure specific feedback is provided to staff who perform above expectations.</li> <li>• You are committed to maintaining good corporate governance and proactively identify potential reputational risk and areas of non-compliance.</li> <li>• You promote respect for the sector, monitor ethical issues and deal appropriately with any misconduct.</li> <li>• You understand and manage the impact of your leadership style on others.</li> <li>• You proactively seek to build a presence that shapes confidence in your agency and the sector.</li> <li>• You understand how your reputation is linked to your business areas and manage the impression you have on others when necessary.</li> <li>• You demonstrate a genuine passion for your business areas, the agency and the work of the sector.</li> </ul>
<p><b>Lead adaptively</b> 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 new and challenging contexts and positions.</li> <li>• You vary your personal style to engage and influence the performance of your teams and business areas.</li> <li>• You demonstrate a high level of self awareness and reflect on your own strengths, limitations and blind spots.</li> <li>• You display a willingness to learn from your past experiences and apply those learnings to new and unfamiliar situations.</li> <li>• You engage in learning opportunities that contribute to your future development needs, actively seeking guidance and support from your mentors.</li> <li>• 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.</li> <li>• You are open to change and willing to adapt your work methods and revise your processes to effectively lead your business areas.</li> </ul>