



Leadership Context: Personal Leadership

Expected behaviours	Behaviour descriptors
<p>Lead collectively</p> <p>Seek and build key relationships, work together, and focus on the greater good.</p>	<ul style="list-style-type: none">• 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.
<p>Think through complexity</p> <p>Think critically, work with ambiguity and uncertainty, assess solutions and impacts, and take calculated risks</p>	<ul style="list-style-type: none">• 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.

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<p>Dynamically sense the environment</p> <p>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"> • 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.
<p>Deliver on high leverage areas</p> <p>Identify priorities, pursue objectives with tenacity and display resilience in the face of challenges.</p>	<ul style="list-style-type: none"> • 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.

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<p>Build capability</p> <p>Proactively develop others; share learning to promote efficiency and effectiveness; and champion diversity and inclusion.</p>	<ul style="list-style-type: none"> • 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.
<p>Embody the spirit of public service</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"> • 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.
<p>Lead adaptively</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"> • 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.