

## Personal Leadership

| Expected behaviours  | Behaviour descriptors  |
|--|--|
| <p><b>Lead collectively</b></p> <p>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 fits in the public sector and recognise your role in delivering value for the future of Western Australians.</li> <li>• You acknowledge the relationship between your work and the value it contributes to your team.</li> <li>• You understand your agency's objectives and can express how your work relates and contributes to achieving operational excellence for your agency.</li> <li>• You identify opportunities for improvements in your team, ensuring the work and services you provide always add value to Western Australians.</li> <li>• You complete your work to a high standard and ensure information is accurate.</li> <li>• You recognise the shared purpose of the policies and procedures in the sector, and follow your team's policies and procedures.</li> <li>• 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.</li> </ul> |
| <p><b>Think through complexity</b></p> <p>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.</li> <li>• You think through complexity by following set procedures and applying your knowledge, skills and experience to identify problems as they arise.</li> <li>• You use information and analysis to initiate problem resolution and seek guidance as necessary.</li> <li>• You understand and respect the need for compliance to minimise risk in your team.</li> <li>• You approach problems with systematic thinking and seek alternative options before implementing solutions.</li> <li>• You know where to find relevant information and use a common sense approach to research and analyse, and then make evidence based recommendations.</li> <li>• You are solutions focused and seek guidance to explore the likelihood of your intended outcome.</li> <li>• You are accountable and take responsibility for your decisions and actions.</li> </ul>   |



## OFFICIAL

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| <p><b>Dynamically sense the environment</b></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"> <li>• You listen to and understand the needs of others in your work environment.</li> <li>• You recognise changes that affect your ability to deliver your work.</li> <li>• You adjust priorities and pace with guidance when necessary to ensure you contribute to delivering value for your team.</li> <li>• You seek to understand expectations and problems by listening actively and asking clarifying questions.</li> <li>• You engage in your work environment with a positive and open mind, acknowledging that your approach may not be the only effective approach.</li> <li>• You seek to understand issues and problems before reacting and discuss them thoughtfully with your team.</li> <li>• You communicate clearly, presenting relevant technical and professional information without jargon.</li> <li>• You adapt your communications style and language depending on your target audience, negotiating confidently and respectfully.</li> </ul>  |
| <p><b>Deliver on high leverage areas</b></p> <p>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 the tasks and priorities of your work that are in line with the priorities of your team.</li> <li>• You reschedule and reprioritise your work on a daily basis with guidance if necessary to reflect changes in your team environment.</li> <li>• Under the supervision of your manager, you work to meet specified timelines and priorities, completing your work to a high standard.</li> <li>• You respond openly to directed changes.</li> <li>• You explore new methods and approaches to your work.</li> <li>• You proactively share your learnings with your team, contributing to the effectiveness of work practices.</li> <li>• You take responsibility for managing your work to achieve results, keeping others informed of your progress.</li> <li>• You persevere with your work tasks, displaying tenacity to see tasks through to completion.</li> <li>• You display personal resilience to overcome obstacles and challenges, seeking support from your manager when necessary.</li> </ul> |
| <p><b>Build capability</b></p> <p>Proactively develop others; share learning to promote efficiency and effectiveness; and champion diversity and inclusion.</p>   | <ul style="list-style-type: none"> <li>• You actively contribute to the development of your team’s capability, ensuring you support your team members.</li> <li>• You provide technical and professional support to your peers, making time to mentor others in your team.</li> <li>• You engage in processes and activities that grow the team’s capability and effectiveness.</li> <li>• You are approachable and receptive to all members of your team.</li> <li>• You acknowledge the value of diversity in your team, and support the promotion of diversity and inclusion in the sector.</li> <li>• You recognise your role in and contribution to creating a healthy culture in your team environment.</li> </ul>   |

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| <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 show empathy and compassion, integrity and humility.</li> <li>• You are excellence oriented and deliver results for your team.</li> <li>• 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.</li> <li>• You complete your work practices in accordance with the policies and procedures of your work area, seeking clarification and guidance as necessary.</li> <li>• 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.</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 adjusting your approach to be effective in the changing work environment.</li> <li>• You lead adaptively by acknowledging the impact of your work style on others in your team.</li> <li>• You seek ways of modifying your behaviour to improve your effectiveness with your manager and team members.</li> <li>• You acknowledge the importance of understanding yourself and your work preferences, exploring your strengths, weaknesses and potential blind spots with your manager.</li> <li>• You demonstrate a willingness to extend your knowledge, skills and technical expertise to support your development, seeking guidance when necessary.</li> <li>• You participate in learning opportunities, reflect on your learnings and, with appropriate support, actively implement them.</li> <li>• You are responsive to change in your work environment.</li> <li>• You regularly seek feedback on your performance and practices from your manager and peers, and respond appropriately.</li> </ul> |