

Multiple Area Leader

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 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.
<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 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.

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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 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.
<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 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.
<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 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.

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	<ul style="list-style-type: none"> You understand your role and responsibility for creating a healthy culture in your business areas, contributing to a productive agency and sector culture.
<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 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.
<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 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.