

## Leading Leaders

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 contribute to achieving the outcomes of your agency and understand the impact on the sector.</li> <li>• You are able to translate and communicate the agency's objectives into strategic projects and key performance areas for your leadership teams.</li> <li>• You communicate the connection between your work and the sector.</li> <li>• You coach those you lead and influence to align their practices and understand how their contributions add value.</li> <li>• You consider the impact of the decisions you make on those you lead and those in your business area.</li> <li>• You identify key stakeholders and build relationships and networks, leveraging these to meet the agency's objectives.</li> <li>• You continuously seek to align your work to support an agency wide perspective.</li> <li>• You focus on aligning goals and purpose across different teams in the agency, seeking opportunities for cross agency collaboration.</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 use logical analysis to think through complexity and differentiate essential and non-essential information.</li> <li>• You use systems thinking and see the bigger picture, breaking it down into prioritised components. Systems thinking is the process of understanding the whole and the parts at the same time. It recognises there are multiple interventions to complex problems and requires individuals to determine the best way forward for the benefit of the organisation as a whole</li> <li>• You can summarise large volumes of data, extracting the essential information and translating it for your target audience.</li> <li>• You are able to interrogate information from a wide array of sources and use criteria to evaluate its merits.</li> <li>• You are up for the challenge of solving problems without obvious solutions.</li> <li>• You apply your knowledge and expertise to understand problems from parallel perspectives so you identify fit for purpose solutions.</li> <li>• You support your business area to be solutions focused even when the solutions may not seem obvious to them. You respect and oversee policies and processes related to risk and ensure your business area complies with agency and sector requirements.</li> <li>• You identify potential opportunities to further mitigate risk and communicate these opportunities upwards to deliver continuous improvement of agency and sector work practices.</li> </ul>

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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 understand the societal, political and economic changes that may affect your ability to deliver results.</li> <li>• You read patterns, trends and or connections – both internal and external to your work environment – that impact the work of your business area.</li> <li>• You actively listen to, understand and recognise the needs of others in your work environment.</li> <li>• You intervene early when issues arise and take decisive action once the most viable solutions are identified.</li> <li>• You approach problems systematically, seeking to understand and solve the root cause of problems.</li> <li>• You consider your solutions carefully, exploring the wider impact of your decisions on your business area and the broader operations of the agency.</li> <li>• You communicate clearly and concisely, and translate your message for your target audience.</li> <li>• You directly resolve conflict and approach crucial conversations with thoughtfulness, diplomacy and confidence.</li> <li>• You recognise the importance of building professional networks, actively seeking to build relationships that enable your business area to deliver.</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 deliver on high leverage areas by setting clear operational objectives that align with the business area's strategies, often without any control over the final results.</li> <li>• You identify high leverage areas for your leaders, proactively communicating priorities and adjusting as necessary.</li> <li>• You delegate work appropriately, supporting and coaching your leaders to achieve outstanding results.</li> <li>• You drive excellent performance in your teams, setting clear role and performance expectations, and ensuring a shared understanding.</li> <li>• You focus on embedding best practice approaches and systems aligned to your agency.</li> <li>• You are open minded, explore innovative approaches and strive to develop a culture of continuous improvement.</li> <li>• You persevere with determination to deliver exemplary results for your business area, supporting and encouraging your people to deliver beyond expectations.</li> <li>• You display a positive approach to navigating obstacles and challenges to your goals.</li> <li>• You draw on your personal resilience in the face of setbacks.</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 contribute to the development of others in the sector.</li> <li>• You include people development as a key focus for your leaders and measure their performance against this.</li> <li>• You empower those you lead and influence, encouraging their development by setting goals and providing learning assignments that stretch their capability.</li> <li>• You recognise and embrace your role as a coach to others, dedicating and committing the required time.</li> <li>• You embed team effectiveness practices and recognise the importance of regular review.</li> </ul>

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	<ul style="list-style-type: none"> <li>• You support the optimisation of diversity and cohesion in your teams and across the agency, endorsing and supporting processes and policies of the sector.</li> <li>• You understand your role in creating a healthy culture in your business area and contributing to a productive culture in your agency.</li> <li>• You acknowledge the current capability in the various teams, identify gaps and actively work to resolve them.</li> <li>• You identify talent, enabling development opportunities and engaging in strategies that support talent retention in the sector.</li> <li>• You encourage your teams to seek learning opportunities that align with their development needs.</li> <li>• You ensure your leaders know what is expected of them by defining their role expectations and monitoring their performance.</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 show empathy and compassion, integrity and humility.</li> <li>• You lead by example and understand the principles of good corporate governance, implementing your plans and procedures accordingly.</li> <li>• You deliver outstanding results while maintaining an ethical and professional reputation for yourself and your agency.</li> <li>• You instil a culture of compliance with legislative and corporate requirements, encouraging vigilance from your leaders and teams.</li> <li>• You promote respect and ensure your teams operate ethically, identifying any unethical behaviour early and resolving it expediently.</li> <li>• You coach your leaders to role model the spirit of service and to reinforce this in their teams.</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 proactively seeking learning opportunities to extend the knowledge, skills and expertise that support your current and future development needs.</li> <li>• You take responsibility and accountability for your own development pathways, willingly embracing learning opportunities and applying the learnings.</li> <li>• You understand the impact of your personal style on those you lead and interact with, deliberately adapting your approach to achieve desired outcomes.</li> <li>• You value self awareness, investing time and energy to reflect on your approach and strengths.</li> <li>• You identify areas for development.</li> <li>• You seek feedback to enable your development and improvement.</li> <li>• You seek to understand the feedback, evaluate its usefulness and take necessary action if required.</li> <li>• You identify appropriate guidance relevant to your current development needs and engage with a number of coaches and mentors.</li> </ul>

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	<ul style="list-style-type: none"><li>You take ownership of change initiatives in your area, removing obstacles to change and working to achieve buy in.</li></ul>