Behaviour assessment of staff

Executive Leader

## **Assessment of: [Staff name]**

## **Assessed by: [Manager/assessor name] | [Month/Year]**

## Leadership Expectations

Leadership Expectations has a range of uses including individual reflection and assessment, performance conversations, feedback, development and progression. By defining the expected behaviours and associated mindsets, along with examples of the behaviours in action in all leadership contexts, it provides a shared understanding of the practical application of leadership and development that is critical for individual, agency and public sector success.

## Why complete a behaviour assessment of staff?

Measuring the expected behaviours of each of your staff provides you with concrete discussion points and feedback to provide when completing performance agreements and reviews, development plans, mentoring, coaching and project or task reviews. It allows you to measure the mastery (developing, proficient or mature) of staff against the behaviours expected of them in their current context.

Using this assessment:

* provides you with space and time to think deeply about your staff and where they are adding value or getting derailed
* helps to generate open and honest conversations between you and your staff
* assists you to articulate what the individual is displaying that is a real strength to the team or what behaviours need to develop
* encourages you to think about what part you play in fostering and supporting the behaviours of your staff (both productive and unproductive behaviours).

## How to complete the assessment of your staff

### Reflect and assess

Read through the behaviours in action for each expected behaviour and associated mindset. Select either Developing, Proficient or Mature in each row that you think demonstrates the behaviour of your staff member. Select the one that best describes them most of the time, in their current role.



At the end of each section, decide their level of mastery on balance.

Remember:

* Choosing developing does not mean your staff member is underperforming. It simply means they are still evolving and starting to add value. Choosing developing is an opportunity for growth and strength.
* Just because a statement does not appear to apply to their current role, or applies less than others, does not mean it is not important for their overall leadership skills. This may be an opportunity for growth.

### Consider priority areas for development

Based on your assessment, identify your staff member’s top 3 priority areas for development. Consider how to best address these areas to help them grow. A prompt is provided at the end of the context you are assessing to do this.

### Next steps

Use the completed assessment as a conversation point with your staff member. To complement this, invite them to complete a [**Behaviour Self Assessment**](https://www.wa.gov.au/government/document-collections/leadership-expectations-individuals)to offer you insight into their perspective. Both you and your staff member should talk about your reflections on performance and how this informs their development goals.

To **lead collectively**, you consciously adopt the mindset **“I am part of something bigger.”**

|  |  |  |
| --- | --- | --- |
| Developing | Proficient | Mature |
| You demonstrate behaviours that are evolving and starting to add value in this context. | You demonstrate behaviours that are appropriate for this context and have room to grow. | You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You make tactical decisions that meet the current and future requirements of your business areas by drawing on a deep understanding of their challenges and needs. | You make strategic decisions that create short term value for your business areas and the agency to deliver future value to the sector. | You contribute to making strategic decisions that create value for the agency and sector for the short and medium terms. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You consider the impacts and consequences of your decisions, keeping a balance between prioritising the needs of your business areas and the needs of the agency and sector. | You monitor the short and long term impacts of your decisions to ensure your business areas have the understanding, incentive and ability to provide a consistently high quality service to the communities they serve. | You consider how your decisions and the future direction of your business areas align with the future needs of the agency. You weigh up the future impact and consequences of your decisions across the agency. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You maintain relationships with existing strategic stakeholders and partners for your business areas. | You proactively create and leverage strong partnerships across a number of business areas in the agency to drive synergies and ensure support for initiatives. | You identify and build strategic relationships and partnerships with internal and external stakeholders. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You set clear priorities and strategic goals for your business areas. | You align the priorities and strategic goals of your business areas with the strategy and direction of the agency. | You contribute to business planning and seek opportunities to align key priorities and strategic objectives across the agency. |

## For lead collectively, on balance you are:

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| --- | --- | --- |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |

To **think through complexity**, you consciously adopt the mindset **“There is more than one solution.”**

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| --- | --- | --- |
| Developing | Proficient | Mature |
| You demonstrate behaviours that are evolving and starting to add value in this context. | You demonstrate behaviours that are appropriate for this context and have room to grow. | You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You understand the core issues in your sphere of influence and how solutions align with your strategy for your business areas. You select innovative but practical solutions that meet short to medium term needs or have short to medium term benefits. | You contribute to addressing whole of agency challenges by empowering your leaders to take responsibility for issues and challenges. You foster your leaders’ skills and encourage them to problem solve short and medium term issues through practical, evidence based solutions. | You have confidence in your knowledge and experience to provide innovative but practical solutions that address the long term needs of your business areas and take into account how these impact the agency and the wider sector. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| When analysing information to inform decisions and solutions, you assess the medium term benefits, risks and consequences of the solutions you are considering. You consult your leaders, subject matter experts and intra-agency counterparts to test and inform the conclusions you draw. | To further enhance your analysis, you encourage and invite diverse perspectives, asking the right questions to better understand the issues. You recognise and strategically consider the impact of solutions in the medium to long terms. | When assessing and analysing the long term impact of a solution, you accept there are unknown risks and consequences and display the confidence to fill these gaps using your experience and knowledge. |
| [ ]  | Developing |[ ]  Proficient  |[ ]  Mature  |
| You recognise that risk has a broad impact across your business areas. You proactively and strategically develop strategies to mitigate risks. | You demonstrate an appetite for risk that reflects the right balance between managing it and not stifling innovation. You ensure your leaders implement strategic risk management systems. | You identify, evaluate and review the risks facing your business areas and contribute to defining the risk tolerances of the agency. You provide guidance to Agency and Statewide Leaders to inform their responses. |

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|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You accept that you are required to make decisions without the full picture, and with information that is missing or unknowable. Despite this uncertainty, you interpret and use themes emerging from consultations you complete and information you do have to make strategic decisions without undue delay. | You are comfortable to make decisions without the full picture, strategically interpreting and analysing the information you do have. You understand the short and medium term impacts of these decisions on your business areas and the agency. You ensure your leaders make appropriate decisions about the matters that impact their business areas. | You take decisive action despite incomplete and ambiguous information. You easily differentiate between essential and non-essential matters for your business areas and the agency and then take action to deliver value. |

## For think through complexity, on balance you are:

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| --- | --- | --- |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |

To **dynamically sense the environment**, you consciously adopt the mindset **“There is always more to the story.”**

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| --- | --- | --- |
| Developing | Proficient | Mature |
| You demonstrate behaviours that are evolving and starting to add value in this context. | You demonstrate behaviours that are appropriate for this context and have room to grow. | You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You react appropriately to internal and external triggers by applying an awareness of societal, political and environmental changes. | You ensure you are aware of and respond to societal, government and legislative trends that may impact the viability of your business areas. | You proactively investigate and identify emerging societal, government and legislative trends that may have an impact on the viability of your business areas and the agency in the future. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You anticipate and forecast changes in your business areas, going beyond merely extrapolating from past data. | You identify patterns, trends and connections between situations and apply this insight when identifying the impact of issues on your business areas. | You take a wider perspective, considering multiple factors and taking the broader contexts (macro and micro) into account. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You collaborate, influence and persuade across all levels in the agency to further the outcomes of your business areas. | You recognise shared agendas and work towards mutually beneficial outcomes. You encourage and assist others to develop internal and external networks. | You influence others to align with agency objectives without having positional authority. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You use personal influence to reach compromise and deliver results for your business areas. You negotiate skilfully to resolve conflict and reach agreement. | You present key points of an argument persuasively and are able to convince others to follow and collaborate across the agency even when views are unpopular and conflict may be anticipated. | You use personal influence rather than positional power to project authority and credibility, and to influence and motivate others to achieve results. |

## For dynamically sense the environment, on balance you are:

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|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |

To **deliver on high leverage areas**, you consciously adopt the mindset **“Some actions are more powerful than others.”**

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| Developing | Proficient | Mature |
| You demonstrate behaviours that are evolving and starting to add value in this context. | You demonstrate behaviours that are appropriate for this context and have room to grow. | You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You set and monitor clear performance objectives by applying a deep understanding of agency priorities. | You determine priorities, distinguishing between long term and urgent issues and those with greatest impact. You monitor progress against priorities. | You implement controls to monitor progress against set parameters, and adjust plans and priorities as required. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You implement strategic direction by resourcing your business areas adequately and setting reasonable timelines. | You strategically balance resourcing and timelines for your business areas to deliver future strategic value for the agency. | You leverage internal resources to create present and future value for the sector. You set targets that positively stretch the capacity of your business areas. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You lead by example, striving to exceed stakeholder performance expectations and encouraging others to do the same. | You take full responsibility for the performance of your business areas. You drive operational execution and ensure goals are achieved with excellence. | You look to the future and anticipate, adjust and create contingency plans for roadblocks and possible problems in your business areas. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You operationalise strategic improvement imperatives by proactively identifying improvement opportunities in each of your business areas. | You encourage and drive continuous improvement initiatives that focus on creating and maximising value. You identify and release latent talent. | You build and promote a culture of continuous improvement in your business areas. |

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|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You actively move towards obstacles rather than away from them, seeing them as opportunities to develop and grow (growth mindset[[1]](#footnote-1)\*\*). You are resilient and able to cope with stressful circumstances. | You are resilient and able to manage challenges and cope with stressful circumstances over the long term. You maintain a high level of professionalism at all times, even when under pressure.You lead others to build their wellbeing resources and practices. | You demonstrate a high level of personal resilience. You identify and articulate times when your challenges outweigh your wellbeing resources. You proactively build your wellbeing resources and practices and coach others to do the same. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You respectfully challenge long held processes and thinking that limit the agility of the agency. You encourage new ideas and options, and apply the lens of what is best for stakeholders. | You take bold and innovative measures by doing things differently. You select innovative but practical approaches to drive value for your business areas. | You consider what can create future value for your business areas and the agency, and engage your peers in developing and implementing innovative approaches. |

## For deliver on high leverage areas, on balance you are:

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|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |

To **build capability**, you consciously adopt the mindset **“We are only as good as our people.”**

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| --- | --- | --- |
| Developing | Proficient | Mature |
| You demonstrate behaviours that are evolving and starting to add value in this context. | You demonstrate behaviours that are appropriate for this context and have room to grow. | You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You instil a people development culture in your business areas by holding leaders accountable for the development of their teams. You provide others with the opportunity to learn from mistakes in a positive frame. | You motivate, empower and energise others by creating a sense of belonging. You provide challenging assignments, and delegate full authority and responsibility to develop specific skills, competencies and behaviours in others. | You act as a coach and mentor to develop your leaders and focus on maintaining a development culture across your business areas. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You create an environment where staff can grow and contribute their diverse talents, experiences and perspectives. | You act as the champion for developing diverse talent in your business areas and the agency. | You establish strategic development initiatives across your business areas to develop the capabilities of diverse talent aligned to the current and future needs of the agency. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You intentionally identify and drive processes for the development of future leaders in your business areas. | You identify skill requirements in your business areas with the future in mind. You ensure development focuses on and meets these requirements. | You monitor the development of skills and knowledge in your business areas to ensure future capability requirements are met for your business areas and the agency. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You actively identify high potential individuals in your business areas and include them in appropriate development opportunities to ensure the sustainability of the sector into the future. You differentiate between high performing individuals and those with high potential. | You support and encourage high potential individuals when they encounter difficulties and setbacks to ensure their engagement and retention. | You ensure high potential individuals in your business areas are provided with stretch opportunities. |

## For build capability, on balance you are:

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|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |

To **embody the spirit of public service**, you consciously adopt the mindset **“We do everything for the public good.”**

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| Developing | Proficient | Mature |
| You demonstrate behaviours that are evolving and starting to add value in this context. | You demonstrate behaviours that are appropriate for this context and have room to grow. | You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You create a culture where empathy and compassion for stakeholders are highly valued. | You develop an empathetic and compassionate culture across your business areas, setting the standard for others. | You shape the reputation of the agency as being compassionate and empathetic. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You proactively identify areas of reputational risk and take steps to mitigate these risks and preserve the reputation of your business areas and the agency. You develop and implement plans and systems that promote integrity and best practice in corporate governance. | You coach your senior leaders to identify and manage potential reputational risks. You implement strategies to embed best practice in corporate governance and promote integrity. | You identify and suggest updates and improvements to corporate governance strategies to build the agency’s reputation and support strong governance. You contribute to creating a philosophy of best practice in corporate governance and integrity in the agency. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You lead by example and communicate objectives for your business areas in a way that inspires excellence. | You communicate a compelling vision and strategy for your business areas founded on the desire for excellence. You display passion for your work and inspire your leaders to do the same. | You demonstrate and communicate a passion for excellence in the sector. You lead in a manner that creates enthusiasm and energy to deliver the highest quality. |

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|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You operate ethically and proactively manage unethical behaviour in your business areas. | You ensure others conduct business, work and activities ethically and in line with the spirit of public service. You identify potential conflicts of interest and unethical behaviour early. | You coach leaders in your business areas, with a particular focus on the importance of leading ethically. You outline the role you each play in reinforcing the spirit of public service in teams in your business areas. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You conduct business activities in a manner that is consistent with enhancing the reputation of the agency and the sector. | You coach your senior leaders to create a culture where business activities are carried out in a manner that enhances the reputation of the agency and sector. | You lead and engage with stakeholders in a manner that builds the reputation of the sector, setting the standard for others. |

## For embody the spirit of public service, on balance you are:

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|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |

To **lead adaptively**, you consciously adopt the mindset “**I am forever curious, forever learning.”**

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| --- | --- | --- |
| Developing | Proficient | Mature |
| You demonstrate behaviours that are evolving and starting to add value in this context. | You demonstrate behaviours that are appropriate for this context and have room to grow. | You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You develop personal and professional goals for yourself and others that align with the future development needs of your business areas. | You identify personal learning opportunities that lead to the development of new skills and knowledge to support the future needs of your business areas. You make time for these experiences and encourage others to invest in learning opportunities. | You intentionally role model a practice of continuous learning across your business areas, sharing your development journey with your leaders. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You are able to adapt to new agency demands and changing environments. | You determine what needs to be changed in your business areas by analysing what is missing in the context of the agency’s strategy and adapt accordingly. | You are able to deal and cope with difficult issues during change initiatives. You provide strong leadership across your business areas in times of change. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You are receptive to change and innovative approaches in your business areas. You demonstrate a willingness to adopt changes in practices and approaches. | You embrace strategic change initiatives in your business areas. You lead change efforts with confidence and consider intended and unintended impacts of changes. | You coach leaders in your business areas to overcome resistance to change and deal constructively with difficult situations during times of change. You empower and encourage leaders to coach others. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You demonstrate commitment to your personal growth as a leader by regularly seeking and responding to feedback. | You demonstrate commitment to continuous improvement of personal and agency performance. You actively seek feedback from multiple sources to improve performance. | You continuously analyse the successes and failures of both individuals and agencies. You apply this learning to yourself, the agency and sector. |

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|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You work effectively in different situations and with a variety of people and stakeholders. You can understand diverse perspectives and their impact on your business areas and the agency.You shift gears comfortably. | You see matters from varying perspectives and integrate a range of diverse ideas into plans for your business areas and the agency. | You create a culture of diversity and inclusion that demonstrates true assimilation of different ideas and perspectives for the future of the agency. |

## For lead adaptively, on balance you are:

|  |  |  |
| --- | --- | --- |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |

Executive Leader: On balance ratings

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| --- | --- |
| Expected behaviour | On balance you are: |
| Lead collectively |[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| Think through complexity | [ ]  | Developing | [ ]  | Proficient  |[ ]  Mature |
| Dynamically sense the environment | [ ]  | Developing | [ ]  | Proficient  | [ ]  | Mature  |
| Deliver on high leverage areas | [ ]  | Developing | [ ]  | Proficient  | [ ]  | Mature  |
| Build capability | [ ]  | Developing | [ ]  | Proficient | [ ]  | Mature |
| Embody the spirit of public service | [ ]  | Developing | [ ]  | Proficient | [ ]  | Mature |
| Lead adaptively | [ ]  | Developing | [ ]  | Proficient | [ ]  | Mature |

Priority areas for development

|  |  |  |
| --- | --- | --- |
|  | Expected behaviour | Ways to address this |
| **1** |  |  |
| **2** |  |  |
| **3** |  |  |

1. \*\* A **growth mindset** is when people believe that their most basic abilities can be developed through dedication and hard work – brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment. Professor Carol Dweck, 2006 [↑](#footnote-ref-1)