



## Measuring my expected behaviours

Measuring behaviours acknowledges that the way people do their work and how others experience them are critical to the success of the individual, team and agency.

### This guide:

- supports [Building Leadership Impact](#) and the conditions for positive change: Robust self reflection, Personal responsibility for growth and Understanding what “good” leadership looks like
- explains why and how expected behaviours can be measured
- provides ideas for seeking behaviour based performance feedback including ways to find evidence and use that information to develop
- explains why reviewing the progress of behaviours is important
- includes links to guides, support and learning resources.

### Why measuring behaviour is important

A positive work culture often starts with people and teams displaying a common set of constructive workplace behaviours.

A behaviour:

- is the way a person acts or conducts themselves
- is observable and can be described
- impacts people and the environment.

Measuring behaviours as part of your performance and development formalises personal accountability and provides the basis for intentional behaviour change and improved performance. It acknowledges that the way we do our work and how people experience us is critical to our own success and the success of the team and agency as well as the sector.

Measuring your behaviours enables you to:

- identify which behaviours are important and discuss with your manager or other observers what they look like in action
- acknowledge when behaviours need to shift to achieve different outcomes
- determine your strengths and discuss how these could be used
- identify constructive and meaningful ways to change behaviours.

### How to measure your behaviours

The [Behaviour self assessment](#) supports you to measure your behaviours through self reflection. It allows you to understand your mastery (developing, proficient or mature) against the expected behaviours and provides you with insights into your strengths and areas for development.

Advantages of self assessment include:

- giving you space and time to reflect on your behaviours
- reducing the natural defensiveness you may feel by allowing you to take the lead in reviewing your own behaviours rather than having judgments being made of you
- helping to generate a more positive and constructive conversation with your manager which can focus on joint problem solving
- encouraging you to think about your own development needs and how to improve or develop the expected behaviours.

Invite your manager to complete the [Behaviour assessment of staff](#) for your current context. This allows your manager to measure your mastery (developing, proficient or mature) against the behaviours expected of you at your current context. Their view offers a perspective which is realistic, objective and focuses on what is relevant to the role.

Advantages of the manager's assessment include:

- providing them with space and time to think deeply about where you are adding value or being derailed
- helping to generate an open and honest conversation
- helping to articulate your real strengths and those behaviours that need to develop
- encouraging them to think about what part they play in your behaviours.

Using the self assessment together with the manager's assessment provides greater balance. The different perspectives can uncover similarities and discrepancies, helping to uncover blind spots.

## How to receive and act on feedback

You can measure your own behaviours at any time if you are accustomed to robust self reflection. Most of us also need to get feedback and take a conscious approach to assessing our behaviours. Feedback is a key component of self awareness and performance improvement.

Feedback from a variety of sources can help you build an understanding of your strengths and identify areas for growth. This helps you validate your self reflection and think about where to focus your learning and development.

Here are some ways to not only absorb those suggestions gracefully but leverage them to your advantage.

### Receiving feedback

- Recognise good intent. Those giving you feedback may themselves be feeling some discomfort in providing feedback that is difficult to give and receive.
- Listen with the intent to understand and not respond...or cross-examine. How you react in the moment is crucial. Stay curious. What does this mean? If you get deeply curious about the feedback you are receiving, it starts to feel more like a problem to solve. People like solving problems and the bonus here is that this is about you.
- Label and re-appraise are great coping mechanisms. If you start to feel emotional, switch your mind out of emotion and into problem solving and critical thinking. Stepping back to get perspective can reduce your brain's threat response.
- Summarise the feedback to avoid crossed wires or mixed messages. Be sure you are clear about the point being made whether it is an improved task process or a behaviour.
- Be gracious. It might seem counter intuitive to thank someone for pointing out a shortcoming you have to work on but that person has made an effort to provide you with feedback (good and bad) so they deserve a genuine thank you.

## Acting on feedback

Ultimately, feedback is only valuable when it is applied. Actions speak louder than words so prove you value feedback by using it to inform your next steps; it speaks volumes about your attitude and professionalism. Constructive criticism is both inevitable and important; it exists to help you be better at your job. It is crucial that you not only learn to accept it but also implement it.

## Reviewing the progress of behaviours

Regularly review your mastery of expected behaviours to support your ongoing motivation and improvement. Set challenges and development goals aligned to the expected behaviours and discuss them in weekly or monthly one on one meetings with your manager.

For further support, review [Including Leadership Expectations in my performance and development](#).

## Learning opportunities

Once you have measured your behaviours, determine your development needs in any areas. Seek advice and assistance from your agency HR and/or learning development team.

In addition to the learning resources provided by your agency, the Commission also has a range of learning resources to support individuals develop and achieve mastery against the expected behaviours at each context.

[Learning and Development](#) provided by the Public Sector Commission includes:

**Learning and Development Prospectus.** The prospectus outlines exciting, unique and bespoke opportunities specifically created for the sector. There are tailored programs that deliver targeted leadership experiences for individuals at different contexts and a range of learning opportunities.

**Development Maps.** An array of learning and development has been curated to enhance leadership behaviours in all leadership contexts. Development Maps explore an abundance of topics from credible local and international resources, and support staff to put their learning into practice with reflection activities, quizzes and practical tools to build the expected behaviours.

**Personal Leadership Suite.** The suite comprises e-learning modules and workshops tailored to the Personal Leadership context to assist staff gain mastery in the expected behaviours.