



Supporting my staff to transition to the next context

Managers need to support staff to identify and critically consider the shifts in mindsets and behaviours required when transitioning to a new context.

This guide:

- supports [Building Leadership Impact](#) and the conditions for positive change: Understanding what “good” leadership looks like and Opportunities for development and extension
- explains why the manager’s role is critical to help staff transition to the next context
- provides ideas for supporting your staff as they transition from one context to the next
- includes guides, supporting resources and learning opportunities.

Why I need to support my staff to transition to the next context

As the manager you are in the best position to help your staff understand what is required of them to transition to the next context. For example, you are able to:

- explain the change in mindset required which can often be the biggest demand
- describe the additional demands particularly with leading people or accepting a broader area of responsibility
- overlay your experience and guidance with the expected behaviours in action
- provide exposure to the demands of the next context.

Your role in supporting staff to achieve maturity at their current context is critical. If this does not happen before moving to a higher context it may mean transferring faulty thinking and behaviours to the next context.

Personal leadership remains the foundation throughout all 7 contexts. Regardless of how far a person may progress, the ability to lead and manage self is a key skillset. As staff transition they continue to lead themselves while becoming increasingly responsible for leading other people or knowledge areas.

What you need to know for a successful transition

Individuals transition to the next context when they are displaying maturity at their current context and achieving some of the requirements of the next context.

Progression to the next context is not automatic nor is it a factor of time served. It is about the ability to adapt to meet the requirements of a higher context and enact them. Having the right behaviours and mindsets does not automatically mean a promotion.

The start of the transition journey begins in the conversations you and your staff have as part of their performance and development activities.

[Transition shifts, challenges and support matrix](#) informs the successful transition across all 7 contexts. This includes an understanding of how the work shifts from one context to the next and describes the challenges that may be faced and how as the manager you support the individual to transition.

Encourage your staff to complete the [Behaviour self assessment](#) for their current context and you complete the [Behaviour assessment of staff](#) for the same context. These assessments indicate where each of your staff is on the mastery scale (developing, proficient or mature). Staff can then understand their readiness to transition and what they need to include in their development plan to reach maturity at their current context.

Transitioning to the next context

Once maturity at the current context is achieved and your staff is considering transitioning to the next context, complete the behaviour assessment for that context to determine where development and growth gaps exist. Together identify and implement a development plan to close the gaps.

Support your staff by:

- conducting open and honest discussions
- working through what it practically looks like to be operating at the next context in your agency
- discussing the behaviours in action and how they may find opportunities to display them
- providing meaningful opportunities for them to step forward and practice in a safe space
- considering ways you can create opportunities for them to stretch, including tasks or situations that are not familiar
- encouraging them to source relevant and reliable learning online at no cost
- advocating for them to access or participate in external development to broaden their perspective such as those provided by the Commission
- liaising with your agency learning and development team to determine what support and development are available.

Learning opportunities

In addition to the learning resources provided by your agency, the Commission has support to help staff to achieve maturity against the leadership contexts.

[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.