



Taking responsibility for my development and growth

Growth begins with a desire to be better, be open to and have the will to change.

This guide:

- supports [Building Leadership Impact](#) and the conditions for positive change: Personal responsibility for growth and Opportunities for development and extension
- describes why taking responsibility for your own development and growth is in your best interests
- offers suggestions on seeking feedback and support with your manager or others for your development
- includes links to support and learning resources.

Why take responsibility for my development and growth?

Taking responsibility for your own learning and development means you realise your own personal growth is up to you - and on that basis you take action. Advocate for yourself, demonstrate personal leadership and show your manager you have the drive to succeed and add further value. It is your job, your career, your life - and it is up to you to be proactive about your own learning and development.

Identify your strengths and development areas. This enables you to work on a personalised learning plan to focus on the areas where you need the most help and build on skills you have been trying to perfect. Document what you want to develop, where or what it is you want to be, and discuss these with your manager. You can do this through a formal development plan process as part of your performance agreement, or at your weekly one on one meeting with your manager.

How to steer your development

Leadership Expectations is the first place to start when looking at how to steer your development. Improving your leadership behaviours starts with:

- understanding what behaviours are expected
- undertaking honest self reflection
- consciously adopting the required mindsets
- owning the need for behaviour change
- engaging in productive feedback loops with others
- demonstrating the expected behaviours and mindsets in your leadership context.

Familiarise yourself with [Leadership Expectations](#) and understand which context your role is mapped to. Your manager or HR team can help with this. Leadership Expectations lets you know what good leadership looks like in every context. There are examples of specific behaviours at 3 levels of mastery: developing, proficient and mature. These examples give you a concrete mechanism against which you can reflect on your own performance and assess your mastery. They also allow you to gauge your readiness to move to a new leadership context if you aspire to this, and understand the shifts needed in your behaviours and mindsets to transition successfully.

[Measuring my expected behaviours](#) and [Transitioning to the next context](#) provide ideas, suggestions and templates to support you to prepare for your conversation.

Seeking feedback

To move towards improved and more effective behaviours, leaders must be receptive to feedback including uncomfortable or confronting feedback. The best leaders and learners are those who seek the views and advice of others.

To seek feedback on your leadership behaviours, invite your manager and/or others to complete the [Behaviour assessment of staff](#) to identify your strengths and blind spots. Cross reference the results with your own [Behaviour self assessment](#). When individuals rate themselves, they commonly rate their intentions. Receiving feedback from others may help you determine your actual impact.

Seeking support

Seeking the support of your manager to ensure you have the opportunity to test out your new learning and asking for feedback help you build your capability. While your manager is responsible for conducting the formal performance and development process with you, conversations can be initiated at any time. When raising a request for a discussion allow for some preparation time (for you and your manager) before any development conversation.

People learn most from on the job activities so ask your manager or others for opportunities to observe meetings and activities they perform or to be involved in or drive projects that stretch your skills. Always ask for feedback and development suggestions to maximise your learning from those opportunities.

Seeking support can also be through a mentor or coach. This allows you to have open and honest development discussions and identify how you plan to take action to achieve your development goals. Scan your networks for an appropriate mentor or coach, or ask colleagues for recommendations.

Learning resources

Once you understand your areas for development, identify appropriate learning activities to address them. If you have a HR and/or learning and development team, they can assist.

In addition to the learning resources provided by your agency, review the learning resources provided by the Public Sector Commission to support individuals to achieve mastery in 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.

You may also consider your own self directed and self paced learning. Look outside the normal avenues of formal training and pursue appropriate learning through credible free sources such as LinkedIn Learning, online articles and podcasts. You may be surprised how you can upskill yourself through personal initiative and research.