Transition shifts, challenges and support matrix

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| Transitioning from Personal Leadership to Leading Others | | |
| Transition point | Transition challenges | To support transition |
| During this transition the focus of work shifts and involves an individual:   * moving away from being an individual contributor and getting work done themselves to primarily achieving results through and with others * owning the belief that making time for others is their personal responsibility * developing the capability of others, perhaps with a particular interest in training colleagues in their own domain of expertise * managing and prioritising their own time and tasks effectively while also providing leadership to others * becoming skilled at overcoming obstacles and engaging in planning for longer term goals of one year or more * driving continuous improvement of the tools and processes for which they are responsible * communicating effectively with those beyond their own team * being recognised as a credible knowledge leader or people leader * recognising the successes of those they lead and those they influence. | The most difficult part of the transition is for an individual to move away from some of the behaviours that made them successful in the Personal Leadership context.  In the Leading Others context, they are required to primarily get results indirectly through others.  A poor transition may see them continue to value their individual contribution rather than focus on the work of others. They may find themselves competing with members of their team rather than inspiring them or enhancing their knowledge and skills. | To help someone transition you need to communicate the new skills required, where time is spent and what work is valued. You can support this transition by providing the individual with opportunities to develop the new expected behaviours.  You can also support them to:   * be involved in managing projects * shadow a Leading Others leader as they do their work * be part of workplace learning including collaborative leadership experiences, peer learning and coaching * train in job design, delegation and measuring the work of others * build new social and professional networks upwards, downwards and across to benefit their Leading Others role. |

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| Transitioning from Leading Others to Leading Leaders | | |
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| The fundamental shifts during this transition include:   * focusing on longer term operational and organisational planning, typically one to 3 years * pursuing a number of different projects simultaneously and ensuring these remain aligned to agency goals * identifying trade-offs between tasks/projects to maintain progress * acting with customers in mind when designing solutions * proactively reaching out to key stakeholders * developing capability to communicate up, down and across.   People leaders: The focus shifts to taking responsibility for a number of leaders. They become skilled in selecting, developing and coaching the next generation of leaders, and developing long term goals for a sustainable agency. They move to:   * core leadership and influencing skills * being held more accountable for results and the impact of work rather than the tasks themselves * problem solving that considers organisational, political and financial factors.   Knowledge leaders: The focus shifts to supporting strategy across a variety of work groups. This also applies to those moving from people leadership roles to knowledge leadership roles at this transition point. They move to:   * contributing significantly to and/or leading the development of their own domain of expertise * being recognised for their expertise in the agency * seeing how their contribution links to the success of the agency * considering organisational, political and financial matters rather than only the optimal technical solutions. | **People leaders** need to learn how to motivate and guide rather than command.  If they do not transition well they may have difficulty delegating as well as managing poor performance and silos in their team.  This means they must move away from relying on their operational capability to relying on core leadership skills. They need to take responsibility for staff who deliver the agency’s services.  **Knowledge leaders** need to develop their depth and breadth of knowledge. Not only does their knowledge and expertise deepen, they must also be able to influence a wider range of stakeholders and assume responsibility for agency wide targets. | To help someone transition you need to communicate the new skills required and where time is spent as the individual contributes in their new role.  You can support this transition by providing the individual with opportunities to develop the required leadership behaviours.  You can also support them:   * to become aware of the differences between being a leader of individual contributors and that of leading leaders * to learn appropriate coaching skills through small learning groups that provide support and guidance * by involving them at a strategic level to facilitate an understanding of the culture and business processes that enable agencies to change. |

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| Transitioning from Leading Leaders to Multiple Area Leader | | |
| Transition point | Transition challenges | To support transition |
| During this transition leaders need to develop skills for managing whole business areas. These include executing strategy across multiple business areas and recruiting talent to meet the needs of each business area. They need to become skilled at turning agency strategy into tangible operational goals and objectives for their business areas.  The fundamental shifts that occur during the transition include:   * pursuing multiple strategies and adapting them when necessary * maintaining operational excellence by coordinating the work of direct reports and the knowledge specialists they work with * translating longer term agency objectives into operational strategies for each business area.   People leaders: Transitioning for people leaders means focusing on:   * keeping their leaders working together to deliver on time and on budget * designing solutions that are effective for multiple end users * mobilising people across the agency towards new solutions * applying a strategic mindset to their domain of responsibility * assuming responsibility for agency targets and goals.   Knowledge leaders: Transitioning for knowledge leaders means focusing on:   * broadening their domain of expertise so they are seen as having knowledge that is both deep and broad * facilitating the interaction between specialists in the agency and their relationships with multiple stakeholders * influencing key agency priorities and strategy by providing insights for executive decision making * being recognised in the agency and their domain of expertise as having knowledge leadership that is national – and to some extent – global * contributing to building a competitive edge through knowledge leadership. | The most difficult aspect of this transition is that leaders are required to develop a business mindset, understanding how to manage more than one business area and influence agency strategy.  If they do not transition well they may have difficulty embracing a strategic rather than operational and project orientation, have a low tolerance for what is unfamiliar and ambiguous, and demonstrate ineffective delegation and communications skills. | To help someone transition, you need to communicate the new skills required, where time is spent and what work is valued as the individual contributes in their new role.  You can support this transition by providing an individual with opportunities to develop the required expected behaviours.  You can also support them to engage in:   * cross functional opportunities to develop the skills necessary to operate at this stage as opposed to relying on technical expertise or deep knowledge of one area * strategic operations including budgeting, long term planning and key strategic priorities * training, coaching and meetings with Multiple Area Leaders to develop strategic competencies and receive feedback on their performance.   To support successful behaviour change, you need to observe and measure how the individual is demonstrating the required expected behaviours. This may include evaluating:   * accountability measures such as reviewing the improvement of quality and efficiencies * success of coaching sessions * effectiveness of those promoted from Leading Others * effectiveness of the leadership teams who report to this leader.   You can help new leaders develop in the right direction by modelling the behaviours appropriate to your role of Multiple Area Leader. |

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| Transitioning from Multiple Area Leader to Executive Leader | | |
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| During this transition leaders need to focus on shifting their thinking from “Can we do it better?” to “Should we do it?”  This involves a shift in perspective from improvement to strategic alignment and sustainability. They need to become skilled at working with a wider variety of people than ever before. This involves connecting to business strategy and integrating work across business areas.  The fundamental shifts that occur during this transition include leaders:   * being decision makers in charge of integrating multiple business areas rather than just understanding them * taking complete ownership for their professional development * moving away from multiple business area capabilities to strategic business thinking * integrating strategic competence, collective competence (skills, mindsets and experiences) and organisational competence (knowledge of culture, staffing, processes, power, job design and structure). | The most difficult aspect of this transition is that leaders have to let go of their multiple business area mindset and adopt a whole of agency mindset. If they do not transition well they risk delivering uninspired communications; being unable to assemble a strong, strategic team; failing to grasp new business models; managing time poorly; and having limited ability to work with others.  To be successful, during this transition leaders need to focus on:   * recognising they are in charge of integrating functions rather than understanding functions * valuing functional staff (such as human resources, legal and finance) and directing them, energising them, taking their advice and employing high quality people in these business areas * valuing all business areas appropriately rather than just their own * connecting lots of dots to build business strategy and integrate functional work. | To help someone transition you need to communicate the new skills required, where time is spent and what work is valued as the individual contributes in their new role.  You can support this transition by providing an individual with opportunities to develop the expected behaviours and proactively increase their visibility across the agency and sector.  You can also support them to:   * find opportunities to work on assignments that promote the planning and implementation of ideas that go beyond their areas * spend time with or shadow Executive Leaders * work with members of the executive in setting strategic goals for support functions so they develop an appreciation for how these functions contribute to the work of the agency * engage with senior leaders across the agency and sector. |
| Transitioning from Executive Leader to Agency Leader | | |
| Transition point | Transition challenges | To support transition |
| In the public sector, the size and scope of an agency determines whether an Executive Leader is able to transition to the Agency Leader context.  During this transition the focus is on the leader seeing themselves as an executive with responsibility for factoring in the complexity of running a number of business areas. They become skilled at succeeding by indirect means through the development of other business leaders and connecting the agency to the broader public sector.  The fundamental shifts that occur during this transition include:   * becoming skilled at evaluating strategy for capital allocation and deployment purposes * developing leaders at the Executive Leader context and measuring capability * building and managing internal and external high stakes relationships * creating a long term portfolio strategy, making trade offs between quarter by quarter performance and long term strategy * letting go of individual services and customers, and focusing on the whole * shifting from valuing the success of their own agency to valuing the success of all agencies * understanding, accepting and supporting different business models across agencies. | The most difficult aspect of this transition is that leaders are required to see issues in the broadest terms possible, acting as a key player at community, industry and government levels.  If they do not transition well they risk acting as general managers rather than corporate executives and spending an inadequate amount of time on corporate activities while ignoring uncovered issues, pursuing their own agendas and passing up development opportunities. | To help someone transition you need to communicate the new skills required, where time is spent and what work is valued as the individual contributes in their new role. You can support this transition by providing an individual with opportunities to develop the expected behaviours and proactively increase their visibility across the sector.  You can also expose them to:   * different business models * a mix of coaching, training and experience to enable development * assignments to develop their ability to run an agency or agencies * consistent feedback on performance and a tailored program to develop weak or missing skills.   To support successful behaviour change, you need to observe and measure how the individual is demonstrating the required expected behaviours. Measures of performance are most effective when aligned with 4 areas: developing business leaders; developing differentiated strategy for an agency; displaying corporate citizenship; and the ability to assess those parts of the business that are lacking attention or underperforming. |
| Transitioning from Agency Leader to Sectorwide Leader | | |
| Transition point | Transition challenges | To support transition |
| In the public sector, the opportunity to transition to the Sectorwide Leader context depends in part on the size and scope of the agency being led.  During this transition leaders focus on being responsible for multiple stakeholders that transcend the traditional single agency focus, for example by engaging with the private sector and industry experts. They show they are skilled at setting sectorwide direction and thinking about the global business context.  The fundamental shifts that occur during this transition include:   * shifting their mindset from a single agency focus to a sectorwide focus, evaluating and balancing sector needs with individual agency needs * facilitating long term organisational effectiveness by building agencies to deliver longer term strategy * moving away from high level strategic thinking to long term visionary thinking and execution. | The most difficult aspect of this transition is that leaders are required to move away from a long list of goals to a short list of long time cycle initiatives.  Capability to transition is usually developed through a series of diverse experiences over a long period.  If they do not transition well leaders risk isolating themselves, spending too much time on external relationships, not paying enough attention to people issues, or finding themselves being repeatedly asked the same questions by ministers and boards. | To help someone transition you need to communicate the new skills required, where time is spent and what work is valued as the individual contributes in their new role.  You can support this transition by providing an individual with opportunities to develop the required expected behaviours by:   * providing carefully tailored work assignments that allow them to stretch over time * giving them opportunities to step in as interim Sectorwide Leaders to make the adjustment less of a jump * providing them with opportunities to increase their visibility in and exposure to the broader public sector * ensuring a complete understanding of mid-level and lower level work requirements to promote genuine appreciation of these areas. |

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| Sectorwide Leader |
| To be an exceptional Sectorwide Leader, your learning is focused on expanding your knowledge of best practice through different forums and networks, reading widely and participating in national and global forums of thought leaders.  You fine tune your communications skills to an exceptional level so you inspire, empower and influence all public sector people. |