



Public Sector  
Commission

# Leadership Expectations

Leading  
Others

Building  
Leadership  
Impact  
in practice



**Overview**

pg 3-4

**Lead collectively**

pg 5-6

**Think through complexity**

pg 7-8

**Dynamically sense the environment**

pg 9-10

**Deliver on high leverage areas**

pg 11-12

**Build capability**

pg 13-14

**Embody the spirit of public service**

pg 15-16

**Lead adaptively**

pg 17-18



## Leading Others



### Context summary

Leadership in this first formal positional leadership context is about motivating and enabling others to deliver high quality work that contributes to the agency.

Leaders need to balance time between doing the work and coaching, guiding and developing others. They need to prioritise the success of others over their own individual contributions.

This is the first context where leadership is expressed in 2 parallel pathways – people leaders and knowledge leaders. People leaders are focused on leading and managing people while knowledge leaders are focused on leading and managing specialised knowledge and technical expertise.

Regardless of the focus, both get the work done by enabling, supporting and influencing others. This requires a significant shift in thinking from ‘doing’ to supporting others to ‘do good work’. They are accountable for ensuring delivery on the range of projects and responsibilities within their remit.

They consider present and future needs when allocating time to the team and projects they lead. They articulate how work is to be done, providing clear direction and giving feedback.



## Leading Others

# Overview

### Leadership in this context involves leaders:

- executing the current business plan while planning for up to a year ahead
- getting results with and through others
- working on several problems at once, dealing with ambiguous goals and competing priorities
- working and leading in culturally informed ways
- prioritising coaching, guiding and developing others for success
- building relationships up, down and across the agency that benefit their team and/or domain of expertise
- modelling expected behaviours and encouraging others to do the same.

### People leaders also:

- spend more time managing others and less time completing technical and professional work themselves
- see the success of their direct reports and their team as the priority
- set the team climate.

### Knowledge leaders also:

- spend more time training others, developing their own depth of knowledge and communicating to a broad range of stakeholders
- deliver results through their personal expertise and ability to develop the required skills in those around them
- are seen as specialists in their domain of expertise
- communicate technical knowledge to colleagues in a clear, engaging and motivating way.

### Development in this context focuses on leaders:

- motivating, influencing and coaching others
- measuring performance of people and projects
- enhancing expertise in their knowledge domain.

### Leaders in this context spend the majority of time:

- planning the workload, setting priorities and monitoring outcomes.
- deepening the knowledge, skills and experience associated with their domain of expertise and developing a strong network of expert peers
- communicating with all stakeholders and collaborating with peers
- monitoring workflows and, if problems emerge, redirecting efforts in a timely manner.

Allocating time to communicate with direct reports and see them in action is an additional focus for **people leaders**.

### Leaders in this context contribute to the work of others by:

- building open and multidirectional lines of communication
- being approachable and available to others
- sharing their knowledge and skills
- creating a respectful and supportive environment.

### Transitioning to the next leadership context

The fundamental shifts that occur during the transition from the Leading Others context to the Leading Leaders context include:

- focusing on longer term operational and organisational planning, typically one to 3 years
- pursuing a number of different projects/resources simultaneously and ensuring these remain aligned to agency goals
- identifying trade offs between tasks and projects to maintain progress
- acting with customers in mind when designing solutions
- proactively reaching out to key stakeholders
- developing capability to communicate upwards, downwards and across.

### People leaders

For 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:

- applying 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

For knowledge leaders, the focus shifts to supporting strategy across a variety of work areas. This also applies to those who move 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.

### Challenges of transitioning to the next leadership context

#### People leaders

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

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 broader range of stakeholders and assume responsibility for agency wide targets.



## Leading Others

### Expected behaviour: Lead collectively

The expected behaviour is to **lead collectively**, consciously adopting the mindset “**I am part of something bigger.**”

You understand how your work and that of your team contribute to achieving agency outcomes and fit in the sector. You recognise your role in delivering value for the future of Western Australians.

You link the work of your team and your domain of expertise to the agency’s objectives and can explain this linkage clearly to others. You coach those you influence so they connect their work with the operations of the agency.

You work proactively to create shared thinking and understanding across your team. You monitor the impact of your decisions and actions, ensuring that you continuously deliver value for the agency. You accept responsibility for contributing to the collective strategy of the agency and adopt a perspective that embraces all those you lead.

You seek to build and maintain effective working relationships with others, and are mindful of the partnerships that support your efforts to deliver value for your team and work area. You continuously seek to understand and align your work with other business areas to support an area wide perspective.

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

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<b>You demonstrate behaviours that are evolving and starting to add value in this context.</b>	<b>You demonstrate behaviours that are appropriate for this context and have room to grow.</b>	<b>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</b>
You understand and are able to explain how your work and that of your team* aligns with the deliverables expected of your work area.	You communicate how your work and that of your team deliver on the agency’s strategy and add value to the agency and community.	Drawing on your understanding, you are able to contribute to planning and implementing operational deliverables for your work area.
You set objectives and organise people and activities to ensure the best use of time and resources.	You ensure objectives you set demonstrate connections between the work of your team/domain of expertise and other business areas.	You set objectives that demonstrate connections between your work and broader agency priorities.
You deal with issues arising in your team that impact its ability to function effectively, and consider how these issues may impact other teams.	You apply a broader view and are responsive in addressing issues in your team that could impact other teams.	Your proactive approach to identifying and addressing issues supports your efforts to explore opportunities to collaborate across the agency.
You proactively check the progress of your team in delivering tasks and goals.	You monitor progress of your team’s work, ensuring it is contributing to delivering operational excellence.	You build practices that enable others to monitor progress to ensure they deliver excellence for the agency.
You implement processes and make time to build and nurture productive working relationships in your team and across the agency.	You proactively identify, build and nurture key relationships with other teams and leaders across the agency that support your team’s operational effectiveness.	You seek out new connections to build your network, nurturing productive working relationships with internal and external stakeholders.
You lead your team to provide high quality service or specialist advice. You maintain high levels of productivity by setting standards and keeping the team focused on delivering outcomes.	You lead your team to deliver high quality service or specialist advice. You maintain productivity and achieve milestones through motivation, connection to work and coaching when required.	You lead your team to identify opportunities to improve processes that enhance the quality of service and advice delivered, and to be peak performers in their field.
You share knowledge and expertise with your team to create shared understanding and to strengthen teamwork.	You proactively share knowledge and expertise with your team and colleagues to create shared understanding and identify areas for collaboration.	You look for opportunities to partner with relevant colleagues to create broader knowledge and expertise across many business areas of the agency.

\* Use of **team** in this context can mean the people or knowledge area you lead or manage.



## Leading Others

### Expected behaviour: Think through complexity

The expected behaviour is to **think through complexity**, consciously adopting the mindset “**There is more than one solution.**”

You think critically and strategically to solve problems and enhance effectiveness across your team or work area.

You use your skills, experience and knowledge to anticipate and identify problems. You approach problems with curiosity, seek to understand and identify the root causes of problems and initiate solutions with confidence.

You are comfortable with multiple levels of data and extract the essential information related to the task. You draw on information from an array of sources, applying your judgement and technical expertise to identify what is relevant and important. You are confident in making decisions, seeking guidance from others as necessary.

You support your team or work group to take a solutions focused approach, intervening only when necessary with technical knowledge to ensure application of robust knowledge and customer orientation. You understand and respect the need for compliance to minimise risk in your work and ensure your team complies with the required policies, procedures and processes.

To **think through complexity**, you consciously adopt the mindset “**There is more than one solution.**”  
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<p><b>You demonstrate behaviours that are evolving and starting to add value in this context.</b></p>	<p><b>You demonstrate behaviours that are appropriate for this context and have room to grow.</b></p>	<p><b>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</b></p>
<p>You understand the questions you need to ask to identify the root cause of a problem.</p> <p>You analyse and accurately summarise large volumes of data and information.</p> <p>You can articulate the issue and impact clearly.</p>	<p>When you identify the need for more information, you know who to ask and where to look to better understand the root cause of a problem.</p> <p>You analyse multiple levels of information, extracting what is essential to provide an overview and keep others informed.</p>	<p>You explore and investigate the problem and contributing factors to identify the root cause.</p> <p>You know when to seek alternative viewpoints and expertise.</p>
<p>You make evidenced based recommendations and decisions that support the team’s* priorities.</p> <p>You can articulate the reasons for your decisions and identify the impacts they may have.</p>	<p>You are able to confidently make decisions and explain the impact of these decisions on the team and work area.</p> <p>You delegate appropriate operational decisions to your team and support them to make considered choices.</p>	<p>You are able to articulate the rationale behind your decisions to your team, senior leaders and stakeholders.</p> <p>You are able to connect the rationale for the decisions to the broader work area’s strategic priorities.</p>
<p>You create an environment that encourages your team to identify problems and generate possible solutions.</p>	<p>You use your knowledge, skills and experience, thinking systematically to consider and discuss the feasibility of all possible solutions with your team.</p>	<p>You coach your team to come up with multiple solutions and make problem solving a highly collaborative practice.</p> <p>You use a high degree of technical expertise to evaluate the feasibility of all possible solutions and remain open to innovative solutions.</p>
<p>You understand the risk of non-compliance and manage risk by aligning your work practices and those of your team to the agency’s risk policies and procedures.</p> <p>You work with your team to identify and understand the risks involved in their daily work.</p>	<p>You contribute to risk prevention by working with your team to identify improvements so risk is minimised and re-occurrence prevented.</p> <p>You escalate issues to your manager as necessary, informing them early on.</p>	<p>You coach your team to become attuned to risk by openly talking about risk and the impact of less favourable outcomes.</p> <p>You contribute to risk mitigation strategies by keeping your manager appropriately informed of areas exposed to risk and suggest possible mitigation strategies.</p>

\* Use of **team** in this context can mean the people or knowledge area you lead or manage.



## Leading Others

### Expected behaviour: Dynamically sense the environment

The expected behaviour is to **dynamically sense the environment**, consciously adopting the mindset **“There is always more to the story.”**

You listen to, understand and recognise the needs of others in your work environment.

You adapt your approach to changes in the work environment that affect or may impact the ability of your team or work group to deliver outcomes. You seek to understand the root cause of problems by investigating multiple sources of information. Your approach is to seek a shared understanding among your team and peers and your own leaders.

You continually clarify objectives and provide guidance where necessary. You approach your team, colleagues and work environment with a positive and open mind, acknowledging that your approach may not be the only effective approach. You communicate clearly and concisely to ensure a shared understanding.

You approach crucial conversations with consideration and confidence, and discuss issues and problems thoughtfully. You adapt your communication style to target audience to influence or persuade.

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

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<b>You demonstrate behaviours that are evolving and starting to add value in this context.</b>	<b>You demonstrate behaviours that are appropriate for this context and have room to grow.</b>	<b>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</b>
You gather and filter information from multiple sources to enhance your and your team’s* understanding of the work environment.	You observe changes in the working environment that impact your team’s work. You communicate the issues and adapt your team’s approach to maximise outcomes.	You make judgements about situations based on the range of information you have gathered. You arrive at solutions that cater to the needs of multiple stakeholders.
You seek to understand your broader work environment and use relevant information and logic to construct arguments to inform your decision making.	You keep informed of current practices and theories, and stay connected to your broader work environment. You go beyond technical information to convince others of alternative solutions.	You use your understanding of the broader environment to enable your team to move towards potential opportunities and develop solutions beyond those that are immediately obvious.
You communicate your technical knowledge effectively, showing an understanding of your operating environment.	You recognise that others rely on your technical knowledge and expertise to meet their deliverables, and share your knowledge and information accordingly.	You influence decision making by communicating your technical knowledge in a way that shows you understand the broader environment.
You identify the essence of an issue and develop a persuasive case in response to the needs of the current audience. You listen to others and take their points of view into consideration.	You communicate effectively and persuasively, adjusting your communications style and method to match the environment and audience.	You communicate complicated matters to a variety of stakeholders with clarity and conviction. You demonstrate a deep understanding of the complexities of the environment.
You undertake difficult conversations when required. You take care to approach each conversation with consideration and tact.	You confidently engage in difficult conversations in your team or work group to deal with emerging issues. You withhold judgement, action and advice until you are confident you fully understand the issues.	You foster an environment of trust in your team or work group, enabling them to engage in difficult conversations. You create a shared understanding of issues and problems, and determine the appropriate path forward.

\* Use of **team** in this context can mean the people or knowledge area you lead or manage.



## Leading Others

### Expected behaviour: Deliver on high leverage areas

The expected behaviour is to **deliver on high leverage areas**, consciously adopting the mindset **“Some actions are more powerful than others.”**

You pursue with tenacity the high leverage priorities that are essential to your work and agency.

You identify and understand the competing priorities of your work area, prioritising essential tasks and making adjustments as appropriate. You assign tasks and delegate appropriately.

You train others to think about their work and how it relates to high leverage areas, and monitor the implementation and completion of tasks. You drive high quality performance in your team or work area by setting clear and shared objectives. You continually improve all aspects of your work area, keeping an open mind to explore innovative alternatives.

You persevere with determination to achieve your goals and those of your team or work group. You identify obstacles early and navigate setbacks as they arise. You demonstrate resilience and expertise to achieve results for your work area. You model healthy work practices and encourage behaviours that foster a healthy culture.

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

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<b>You demonstrate behaviours that are evolving and starting to add value in this context.</b>	<b>You demonstrate behaviours that are appropriate for this context and have room to grow.</b>	<b>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</b>
With an understanding of your area’s priorities, you set clear performance objectives for your team* and ensure everyone is kept on track.	You set clear performance objectives for your team, and adjust priorities and timelines in response to changes in direction or focus.	You identify the more critical activities and assignments, and adjust objectives and priorities in keeping with the agency objectives.
You allocate your time appropriately to allow for completing your work and overseeing the work of your team.	You allocate and monitor the tasks in your work area, ensuring the goals set are achieved on time and to a high standard.	You set in place processes to intentionally collect and review data on a regular basis to monitor the progress and quality of outcomes.  You anticipate needs and obstacles, making necessary adjustments to plans as you go.
You try different and innovative ways to deal with problems and opportunities with a focus on delivering the priorities set for your team.	You focus on identifying efficiencies to optimise systems and processes that improve the performance and delivery of your team’s priorities.	You foster a team climate of continuous improvement and solutions focused thinking, and develop a shared purpose as you pursue your team’s priorities.
You navigate setbacks and challenges, and respond positively to short term stressful circumstances.	You sustain a resilient leadership approach and remain motivated in the face of setbacks and challenges.	You foster a growth mindset** in yourself and those around you to keep upbeat and motivated in the face of adversity.  You reframe setbacks as learning and improvement opportunities.
You continually develop your understanding of standards and priorities to contribute to improved outcomes.	You constructively question and challenge existing standards and priorities to improve the outcomes of your team or work area.	You use knowledge and expertise to influence stakeholders in understanding when standards and priorities need to be adjusted to improve outcomes.

\* Use of **team** in this context can mean the people or knowledge area you lead or manage.

\*\* 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



## Leading Others

### Expected behaviour: Build capability

The expected behaviour is to **build capability**, consciously adopting the mindset **“We are only as good as our people.”**

You contribute to the development of those in your team or work area by understanding their current capabilities and striving to develop them further. You clarify your expectations of those in your team; monitor their performance; and support their growth and development through feedback, on the job training, coaching and other opportunities.

You proactively encourage your team to seek learning opportunities, empowering and guiding them to create and take ownership of their own development pathways. You lead development and focus on processes and activities in your team and domain of expertise.

You embrace a diverse team and draw on the unique strengths of each member. You visibly promote the value of diversity in the team, supporting the processes and policies of the sector. You understand your role as a leader in fostering a healthy workplace across your team or work area that aligns with creating a positive culture in the sector.

To **build capability**, you consciously adopt the mindset **“We are only as good as our people.”**  
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<b>You demonstrate behaviours that are evolving and starting to add value in this context.</b>	<b>You demonstrate behaviours that are appropriate for this context and have room to grow.</b>	<b>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</b>
You set and role model the performance expectations of your team* and monitor your own performance and that of each team member.  You schedule regular check-ins to discuss performance and progress, and provide feedback to individual team members.	You clearly describe how the team achieves high performance and what success looks like. You monitor performance and engage with your team regularly.  You provide meaningful individual feedback against performance expectations and identify opportunities for development.	You create a shared understanding of role and performance expectations across the team to entrench a focus on high performance.  You encourage and coach the team to adopt behaviours that facilitate high performance, and develop a culture of feedback throughout your team.
You understand the need for development and actively encourage others to engage in a variety of development and training, and to seize opportunities as they arise.	You encourage team members to understand their own areas for development. You empower team members to identify and pursue opportunities to enhance and extend their learning.	You create an environment that supports a focus on learning and improvement. You provide feedback, on the job training, coaching and development experiences.
You identify and acknowledge the unique contribution each individual in your team brings.	You provide structured opportunities for each individual to further develop their strengths as well as identify and manage their areas of development.	You ensure your senior leaders are aware of each individual’s contribution to the agency’s success.  You ensure the agency and the sector benefit from each individual’s talent, and encourage them to pursue relevant opportunities.
You accept, respect and value the individual differences in your team and acknowledge that people approach the world from different perspectives.	You promote diversity and inclusion in your team and actively seek opportunities to develop the team’s understanding of diversity.	You demonstrate the ability to effectively manage a diverse group of people, drawing on the unique strengths of individual team members and actively promoting inclusive practices.
You bring awareness to how wellbeing at work contributes to the success of the team.  You integrate practices that support the wellbeing of your team.	You understand your team’s needs and encourage them to undertake practices that support wellbeing.  You develop a positive and healthy culture in your team.	You recognise your role and contribution in shaping a healthy and positive culture in your team.  You champion healthy work practices and model this through personal practice.

\* Use of **team** in this context can mean the people or knowledge area you lead or manage.





## Leading Others

### Expected behaviour: Embody the spirit of public service

The expected behaviour is to **embody the spirit of public service**, consciously adopting the mindset **“We do everything for the public good.”**

You display and embody the spirit of public service in all your decision making, interactions and professional activities.

You embody the spirit of public service by displaying empathy and compassion, integrity and humility. You encourage others to perform beyond expectations and deliver results for your area, acknowledging and rewarding excellent performance.

You ensure your work practices and those of your team or work area are in accordance with the policies and procedures of your agency. You lead by example, promoting and role modelling behaviours and respect for others in all aspects of your work, thereby protecting your reputation and that of your team or work area, agency and the sector.

You take responsibility for aligning others with prescribed work practices and act ethically, continually reinforcing the spirit of public service.

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

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
<b>You demonstrate behaviours that are evolving and starting to add value in this context.</b>	<b>You demonstrate behaviours that are appropriate for this context and have room to grow.</b>	<b>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</b>
You demonstrate empathy for the wellbeing of those you lead.	You demonstrate empathy, care and support for the wellbeing of your stakeholders and those you lead and influence.	You demonstrate empathy, compassion and care for how your decisions impact others and encourage others to do the same.
You influence those you lead to act with integrity, leading by example in all your actions and interactions.	You act with integrity in all your decisions, actions and behaviours, and take responsibility for outcomes.	You guide those you lead to develop an understanding of how demonstrating integrity shapes the team’s* approach to its work.
You are open minded and willing to change your opinions on the basis of a compelling argument from those you lead.	You demonstrate the ability to change your opinions and provide direction to others in a manner that displays humility.	You are recognised by your team and stakeholders as a leader who demonstrates humility.
You intentionally implement solutions for your team that provide high quality outcomes.	You display a genuine passion for the way your team delivers high quality outcomes and seeks to deliver value in its work.	You champion the pursuit of excellence across your team.
You ensure team members act ethically and in line with the policies and procedures of the agency and sector.	You model the way by acting ethically and in line with the policies and procedures of the agency and sector.	You reinforce a culture of taking personal ownership for acting ethically and in line with the policies and procedures of the agency and sector.
You value the good reputation of your team and the agency; and ensure your decisions, actions and interactions act to uphold it.	You contribute to building and maintaining the good reputation of your team and the agency.	You coordinate work activities in a manner that further improves the reputation of your team and the agency.

\* Use of **team** in this context can mean the people or knowledge area you lead or manage.



## Leading Others

### Expected behaviour: Lead adaptively

The expected behaviour is to **lead adaptively**, consciously adopting the mindset “**I am forever curious, forever learning.**”

You are continually learning and adapting your personal style and approach to be effective in the changing work environment.

You proactively extend your knowledge, skills and expertise to ensure your contribution continues to add value. You acknowledge the impact of your work style and behaviours on others, modifying them when appropriate to enhance collective performance. You seek to develop your self awareness, reflecting regularly on your approach, strengths, weaknesses and blind spots.

You take responsibility and accountability for your own development pathway, seeking guidance when necessary to identify appropriate development goals and plans. You proactively participate in learning opportunities, reflect on your learnings and, with appropriate support, actively implement them. You identify and engage with mentors and/or coaches who support your development as a leader. You seek feedback from a range of sources and use it to enhance your personal effectiveness.

You embrace change in your work area. You lead others through changes with strength and understanding, and support those who are challenged by change. You share your learnings, encouraging an environment of continuous learning and growth.

To **lead adaptively**, you consciously adopt the mindset “**I am forever curious, forever learning.**”  
Examples of this behaviour in action at the 3 mastery levels:

	Developing	Proficient	Mature
	<b>You demonstrate behaviours that are evolving and starting to add value in this context.</b>	<b>You demonstrate behaviours that are appropriate for this context and have room to grow.</b>	<b>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</b>
	You maintain consistency in your leadership approach and model inclusivity in your interactions.	You acknowledge how your workstyle and behaviours impact others. You modify your leadership approach as required to ensure everyone is included appropriately.	You intuitively adapt your leadership approach to maximise outcomes for your team*. You demonstrate commitment to being inclusive in your leadership actions.
	You understand your strengths and areas for development, and demonstrate self awareness with a focus on your growth.	You demonstrate self awareness and intentionally promote its value. You actively reflect on your approach, strengths and limitations. You support your team members to embed similar practices.	You demonstrate a heightened understanding of self. You consider feedback and use this to improve your leadership. You actively seek opportunities to trial new approaches and methods.
	You actively seek learning opportunities to support your development and currency in your profession.	You take responsibility for your own development journey. You verify personal development plans and goals by seeking regular feedback.	You drive your own development pathway, seeking mentors and coaches who stretch your current capabilities.
	You seek feedback to learn, grow and improve.	You seek feedback from your team and others, adjusting your behaviour accordingly.	You seek feedback from a number of sources on areas for development and improvement, and act on this information.
	You provide timely and constructive feedback to team members.	You provide timely and constructive feedback to team members, coach for improvement and monitor change.	You embed both formal and informal feedback processes in your team. You monitor for change across your team.
	You are open to new experiences and different ideas and practices.	You support and implement change initiatives in your team to meet your objectives.	You use your technical expertise and/or leadership skills to lead change initiatives and model adaptive leadership practices.

\* Use of **team** in this context can mean the people or knowledge area you lead or manage.

**Acknowledgement of Country** We are proud to deliver our services from Whadjuk Noongar boodja. We acknowledge and pay respect to Elders, Traditional Owners and Custodians from the many land and language groups of Western Australia.

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Copies are available in different formats on request.

Public Sector Commission | 2 Havelock Street, West Perth WA 6005  
08 6552 8500 | [admin@psc.wa.gov.au](mailto:admin@psc.wa.gov.au) | [WA.gov.au](http://WA.gov.au)

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