



Public Sector
Commission

Leadership Expectations

Multiple Area Leader

**Building
Leadership
Impact**
in practice



Multiple Area Leader



Context summary

Leadership in this context is about leading teams to achieve the strategic direction of a number of different business areas and to implement the associated operational strategies.

Leaders oversee the implementation of operational strategy and take the lead for shaping its short and medium term directions. They are responsible for multiple business areas or key priorities.

They understand that collaboration with other business areas in the agency is critical to success, and consider the priorities and perspectives of other business areas when making decisions.

They eliminate methods that are no longer effective and develop better approaches to achieve the longer term strategy.

They contribute strategic value by determining the focus areas for delivery through a broader lens. They determine the timing of future growth in their business areas, and demonstrate planned and considered positioning.

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Overview

Leadership in this context involves leaders:

- delivering the agency's long term strategy via tangible operational goals and objectives
- shaping the short and medium term direction of the business areas they lead or influence
- understanding how their decisions influence the wider agency and community
- working and leading in culturally informed ways
- valuing continuous learning and professional development, embracing the new and unfamiliar, and engaging in activities or with groups to ensure thinking remains current
- linking their business areas to larger agency matters and goals, and identifying future opportunities
- making decisions about complex problems when all the information may not exist and where there have been limited or no successes in the past.

People leaders also:

- develop and shape the leadership capability across their business areas
- delegate while taking personal responsibility for successes and shortcomings.

Knowledge leaders also:

- use the depth and breadth of their own technical expertise and that of their teams across the agency
- develop whole of agency strategy and solve complex problems
- achieve broad recognition in their domain of expertise.

Development in this context focuses on leaders:

- refining their communication skills, tailoring to audiences upwards, downwards and across the agency to inform, influence and negotiate
- developing their ability to work as team players with other parts of the agency and their proficiency in contributing to agency strategy.

Leaders in this context spend the majority of time:

- resourcing, delegating and progressing short, medium and long term operational goals, and reviewing the impact of outcomes
- networking at a strategic level, seeking out external inspiration, new initiatives and opportunities to innovate and collaborate with other business areas and agencies
- listening and responding to people to build psychological safety and develop their leadership capability
- embracing the new and unfamiliar, and strategically developing their personal domain of expertise.

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

- knowing how to use and share information gathered from their networks for the agency's benefit
- sharing their high level of expert knowledge to solve complex problems and contribute to strategy
- creating a safe space for others that inspires creativity and innovation, and instilling trust by allowing autonomy and failure when trying something new.

Transitioning to the next leadership context:

During the transition from the Multiple Area Leader context to the Executive Leader context 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 a decision maker 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, mindset and experience) and organisational competence (knowledge of culture, staffing, processes, power, job design and structure).

Challenges of transitioning to the next leadership context

The most difficult aspect of this transition is that leaders are required 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 just 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.



Multiple Area Leader

Expected behaviour: Lead collectively

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

You understand how the work of your business areas and agency influences the sector, recognising your role in creating and supporting value for the future of Western Australians.

You actively create shared thinking across your business areas and domain of expertise.

You monitor your strategic decisions to ensure they continuously deliver value for your business areas in the short to medium terms and acknowledge their impact on the agency and sector. You adopt a system wide perspective to create value and accept your responsibility to deliver on the collective strategy.

You seek to align your strategy with other business areas in the agency and with sector wide strategy and objectives. You build and maintain relationships and partnerships with business areas as well as with key stakeholders across the sector.

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
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
<p>You think through the impact and weigh up the consequences of your decisions across multiple business areas.</p> <p>You acknowledge the impact of your strategic decisions on the agency and sector, and assess the value of outcomes delivered.</p>	<p>You think through the impact and weigh up the consequences of your decisions on your business areas*, other business areas and the strategy of the agency.</p> <p>You reflect on and adjust work to ensure your decisions are delivering value.</p>	<p>You anticipate the impact and consequences of your strategic decisions across the agency and sector, and build these into your decision making.</p> <p>You monitor the outcomes delivered to ensure your business areas continually deliver value.</p>
<p>You set and align the strategic goals of your business areas with the strategic priorities of the agency.</p>	<p>You ensure the strategy of each of your business areas is aligned with agency priorities, and plans are clear so your leaders* can execute them.</p>	<p>You anticipate the future needs of the stakeholders and communities you serve.</p> <p>You shape and define the role of your business areas to align with and contribute to achieving the strategy of the agency.</p>
<p>You proactively encourage and promote collaboration across your business areas to break down silos and enrich the collective expertise.</p>	<p>You leverage strong relationships across your business areas to drive synergies in collaboration with internal and external stakeholders.</p>	<p>You build and maintain strong partnerships across your business areas, other business areas and agencies to achieve common sector goals.</p>
<p>You identify and communicate opportunities for continual improvement to deliver value for the agency.</p>	<p>You make decisions that drive continuous improvement which creates value for the agency, key stakeholders and community.</p>	<p>You make strategic decisions that meet both the current and future needs of your business areas.</p> <p>You identify business areas for improvement across the agency.</p>

* Use of **areas** or **leaders** in this context can mean the areas or leaders you work with or manage, and/or the areas or leaders in your knowledge domain.



Multiple Area Leader

Expected behaviour: Think through complexity

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

You are comfortable with a high level of complexity arising from ambiguity and uncertainty, and create value in an unknowable long term future.

You acknowledge the difference between detail complexity (related to a large number of variables) and dynamic complexity (related to increasing timespan between the decision made and the outcome of that decision).

You navigate complexity to develop short and medium term operational strategies. You take decisive action, recognising the uncertain elements that could impact your plans to deliver outcomes for your business areas.

You actively work to blend your strategy with other business areas in the agency and ensure it is aligned to the agency strategy. You navigate the consequences and risks of your decisions, acknowledging both internal and external impacts on your business areas.

You proactively define, support and implement risk management strategies in your business areas. You are mindful of opportunities to continuously improve and align risk management processes with the agency’s 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
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You contribute to the success of the agency by navigating complexity and defining strategic objectives across your business areas*.	You navigate complexity with the executive to devise and implement strategic objectives across your business areas, supporting the success of the agency.	You support the success of the agency by navigating complexity and collaboratively defining strategic objectives across the agency.
In making decisions you are able to form an integrated, holistic view of the core issues and describe them in a clear, useful and simplified manner.	In making decisions you consider core issues from multiple perspectives and gather information from a wide range of sources to fill gaps in information required to understand the issues. You accept and acknowledge that all information may not be available to inform your decision making.	In making decisions you do not accept information at face value. You dig more deeply and ask probing questions when analysing core issues. You are decisive and make timely decisions, accepting that all information may not be available.
You ensure good corporate governance practices and ongoing compliance with relevant legislation to support the decisions and actions of your business areas.	You develop appropriate contingency plans to safeguard governance and compliance of your business areas against risks.	You identify, evaluate and review operational risks related to your business areas, and provide guidance to the executive on risk mitigation.
For issues at hand, you identify and select the most relevant data sources that have the greatest impact on strategy.	You efficiently extract relevant indicators from a wide range of data sources to verify intended strategies.	You effectively communicate strategic analysis to relevant audiences.

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Multiple Area Leader

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 scan and decipher internal and external environments, leveraging understanding to influence and persuade others so as to create value for Western Australians.

You understand the patterns, trends and connections between situations and the impact of the issues. You acknowledge societal, political and economic trends – both internal and external to your work environment – likely to impact your operations and ability to deliver results in the short term.

You recognise the importance of professional networks and actively seek to build relationships that support your efforts to achieve the goals of your business areas. You establish trusting relationships and display competence, integrity and benevolence in your dealings with others.

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
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You are aware of emerging societal, business and political trends and their potential impact on the viability of your business areas*, now and in the future.	You respond to external trends in the business environment, political atmosphere and plans from other agencies.	You use trends in the business environment, political atmosphere and plans from other agencies to forecast and plan for the future.
You build and maintain effective relationships with staff across the agency to ensure outcomes are delivered.	You shape your credibility by building and maintaining effective and collaborative relationships with diverse stakeholders.	You support strategic agendas by intentionally building and using your professional networks.
You communicate in a convincing way to inform, advise and influence the opinions of a diverse range of stakeholders.	You influence the course of debates by consulting with, listening to and fully involving others in discussions, decisions and actions.	You collaborate with and influence staff across the agency. You coach managers and knowledge experts to enhance their influencing skills.
You think about the needs of your stakeholders and take time to understand how your expertise may contribute to helping them.	You listen to and acknowledge the complex needs of your diverse stakeholders and the expertise they require.	You use your expertise to shape and influence the agency’s response to the needs of your stakeholders.
You intentionally explain complex technical matters in a way that your immediate stakeholders can easily understand.	You intentionally explain complex technical matters in a way that a broad range of stakeholders can easily understand.	You effectively communicate complex technical matters to influence strategically important decision makers external to the sector.
You effectively communicate to resolve conflict and negotiate agreed solutions.	You anticipate and defuse conflict through effective communication and negotiation.	You identify core drivers of conflicts that arise and use strategies to reduce the likelihood of re-occurrence.

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Multiple Area Leader

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 agency, key stakeholders and Western Australians.

You identify strategic priorities for the business areas you lead. You understand the competing prioritisation of short term operational delivery and delivery of medium term value for the sector.

You acknowledge the links between your strategies and decisions and those of other business areas of the agency, making every effort to align your work to the strategic direction of the agency. You display a persistent drive to deliver short and medium term operational goals for your business areas and contribute to the improvement of the agency’s systems, policies and procedures.

You demonstrate personal resilience in the face of challenges to deliver operational excellence and value for your business areas. You persist with determination to achieve your goals, seeking support from your mentors and coaches to effectively navigate any barriers to delivering excellence.

You are open to new opportunities that support your efforts of continual improvement for your business areas, carefully considering advantages and disadvantages before embarking on change initiatives.

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
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You shift to getting things done through others to drive results and ensure objectives are met.	You hold your leaders* accountable for delivering results through their teams.	You leverage diversity and the respective strengths of your leaders to achieve results.
You establish clear goals and priorities for your business areas so your leaders can establish objectives for their teams. You adjust priorities and timelines as required.	You identify the most critical activities for the current and future success of your business areas. You provide guidance to your leaders about the strategic priorities of their work in relation to agency requirements.	You forecast the most critical activities for the current and future success of your business areas. You incorporate current and future priorities into your strategy.
You demand results and hold others accountable for their performance.	You get things done through others by driving performance and delivery to ensure objectives are met.	You leverage diversity and the respective strengths of team members to achieve the best possible results.
You encourage and drive a culture of continuous improvement.	You ensure important areas for innovation and continuous improvement are targeted. You take responsibility for developing solutions that address relevant agency and community matters.	You ensure a targeted focus on critical areas for improvement that add the greatest value to the agency in the medium term.
You think about what benefits your business areas and provide solutions by drawing on technical expertise.	You provide solutions that draw on technical expertise to benefit your business areas and/or industry standards.	You provide solutions that draw on technical expertise to impact positively or benefit the entire agency and/or industry standards.
You design and frame a medium term innovation plan in your domain of expertise.	You speak up and provide input into medium term innovation plans for the agency.	You identify, propose and lead new innovation plans and initiatives crucial to the medium term success of the agency.
You view obstacles as a challenge and take steps to overcome these to achieve goals for your business areas.	You maintain a high level of professionalism during challenging periods, embracing a growth mindset** and holding your leaders accountable for the same mindset.	You model, encourage and motivate your leaders to display a high level of resilience and a growth mindset in challenging times.

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** 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



Multiple Area Leader

Expected behaviour: Build capability

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

You proactively develop capability in the sector to create value for the future of Western Australians.

You implement people and knowledge development systems and practices in your business areas. You empower individuals to lead their own development journey with the support of their leaders. You stretch internal capability in your business areas by providing growth based learning opportunities and experiences.

You are aware of the capability needs in your business areas and proactively build internal capability. You seek external capability that can further support the sustainability of your business areas. You support and contribute to whole of sector talent identification, aligning the processes and systems of your business areas with those of the agency. You engage in strategies that encourage talent to remain in your business areas, the agency and sector.

You act as a coach for your business areas, nurturing the development of capability. You understand your role and responsibility for creating a healthy culture in your business areas, contributing to a productive agency and sector culture.

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
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You drive a people development culture in your business areas* by holding your leaders* accountable for the development of their teams.	You provide challenging assignments and delegate full authority and responsibility to develop specific skills, competencies and behaviours in others in your business areas.	You act as coach and mentor for your senior leaders, encouraging them to actively manage and drive their own development and that of their direct reports and teams.
You recognise and develop potential talent in your business areas by implementing tools and techniques to identify this talent.	You actively build a talent pipeline for key positions in your business areas by identifying potential successors in a range of leadership contexts.	You provide development opportunities and clear pathways for those identified in the talent pipeline.
You foster a development focus by ensuring all staff in your business areas have active development plans.	You create opportunities and provide resources for the development of capability in your business areas.	You monitor the development of skills and capability in your business areas to ensure capability requirements are met.
You engage in regular team effectiveness activities to optimise the diversity and cohesion of your leadership team.	You ensure diversity and inclusion initiatives are developed and implemented across your business areas to enhance team performance.	You create an environment that supports the growth of staff across your business areas and leverage their diverse talents, experiences and perspectives.
You develop and promote practices in your business areas that support the wellbeing of your staff to create a healthy culture.	You understand your role and responsibility in building and creating a healthy culture. You ensure the culture is aligned with the strategy of your business areas.	You are an advocate for healthy work practices and provide guidance and resources to your leaders to champion best practice.

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Multiple Area Leader

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 of your decisions, interactions and professional activities.

You embody the spirit of public service by displaying empathy and compassion, integrity and humility. You get results for the areas under your leadership, while maintaining their reputation and that of the agency and yourself.

You encourage excellence, and recognise and acknowledge outstanding performance in your area. You ensure specific feedback is provided to staff who perform above expectations. You implement systems and processes to support excellent corporate governance across your areas and proactively identify potential reputational risks and/or areas of non-compliance.

You are expected to promote and role model respect for the spirit of public service and manage ethical and misconduct issues. You appreciate how your leadership style impacts your areas and its people, taking reasonable efforts to inspire confidence. You demonstrate a genuine passion for your areas, acknowledging and valuing the other parts of the agency of which you have no specialist knowledge.

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
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You role model and coach the leaders* across your business areas* to lead in a manner that consistently demonstrates empathy and compassion.	You create a culture in your business areas where empathy and compassion are consistently demonstrated towards all stakeholders.	You develop an empathetic and compassionate culture across all your areas, setting an example for other areas.
You demonstrate the principles and benefits of leadership that promote integrity and good corporate governance.	You coach your leaders to develop and implement plans that promote integrity and good corporate governance.	You implement systems to embed a practice of best practice in corporate governance. You demonstrate the importance of integrity through how you reinforce this practice.
You demonstrate humility in your interactions with others.	You lead by example and develop a practice of humility across all your areas.	You contribute to creating a practice of humility across other areas in the agency.
You coach your leaders across all areas to lead in a manner that promotes the value of high quality work.	You create a culture in all your areas where high quality work and the pursuit of excellence are considered the norm.	You are recognised across the agency as a leader who creates a culture that promotes the consistent delivery of high quality work.
You understand best practice ethics and corporate governance principles, rules and protocols, and how these impact your sphere of influence.	You oversee the implementation of plans, policies and procedures to ensure ethical, legislative and corporate governance requirements are met in your sphere of influence.	You identify potential areas of reputational risk and areas of non-compliance in your areas of influence and take steps to improve plans, policies and procedures.
You conduct business activities in a manner that is consistent with enhancing the reputation of your areas.	You conduct business activities in a manner that enhances and protects the reputation of your areas and the agency.	You coach your senior leaders to create a culture where business activities are carried out in a manner that enhances and protects the reputation of the agency.

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Multiple Area Leader

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 new and challenging contexts and positions.

You acknowledge the impact of your personal style on the performance of your teams and business areas. You actively modify your style to engage and influence others to deliver results.

You understand the importance of self awareness, adopting strategies and ways to explore your own strengths, limitations and blind spots. You are willing to learn from a variety of methods – informal and formal – and apply those learnings to new and unfamiliar situations. You participate in learning opportunities that support your future development needs, actively seeking guidance and support from mentors and coaches. You regularly seek feedback on your performance and practices, acknowledging the importance of feedback and taking appropriate action when required.

You support change initiatives and recognise your role in leading change effectively across your business areas. You demonstrate comfort with change, and willingly revise your work methods and processes to support continuous improvement for your business areas.

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
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You develop personal and professional goals based on self reflection and feedback from others, using trusted mentors as sounding boards.	You identify personal learning opportunities that demonstrate your willingness to change and improve based on feedback from your teams and those you report to.	You role model and encourage continuous learning and development across your business areas* and ensure this practice is supported.
You seek feedback from many and varied sources, and modify your work practices in response to this feedback and current circumstances.	You actively seek feedback from multiple and varied sources. You make specific changes to your work practices in response to feedback and current and changing circumstances.	You reflect on your work practices in the light of feedback. You adapt your approach based on this feedback and in anticipation of changing future circumstances that may not be immediately evident.
You provide specific and timely feedback to those in your teams.	You look for opportunities to coach and mentor those both in and beyond your teams.	You embrace and promote both formal and informal feedback, coaching and mentoring as part of your team culture.
You demonstrate a personal leadership style that values and promotes diversity and inclusion among a variety of stakeholders.	You coach your leaders to act in a manner that promotes an authentic approach to diversity and inclusion.	You hold yourself and your leaders accountable for creating a culture of diversity and inclusion across your business areas.
You demonstrate a positive mindset to change and actively participate in change initiatives.	You are aware of your personal response to change and how to manage it. You are active in change initiatives in your business areas.	You deal effectively with ambiguity and adapt readily to change. You are a leader of change and coach others to lead change.
You introduce new technologies, systems and processes to the work of your business areas.	You drive innovation in your business areas by embracing new technologies, processes and solutions.	You drive strategic innovation by being ahead of the game to secure future success.

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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.

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