



Public Sector
Commission

Leadership Expectations

Personal Leadership

Building
Leadership
Impact
in practice



Personal Leadership



Context summary

Leadership in this context is about the work of individuals not yet in traditional leadership positions who make a direct and immediate difference to the agency.

The work is largely operational, often at the frontline, and in a defined area of responsibility with personal accountability for delivering excellence.

People are individual contributors but are also aware of how their role supports their team and agency in delivering strategic goals.

They take accountability for completing work efficiently and effectively. They use their knowledge, skills and abilities, drawing on supervision and help from others as needed to get the job done.

They make decisions and use their discretion about how the work is done to deliver better quality. They take direction on prioritising the work.

With a large portion of the public sector workforce operating in this context, the work has a critical impact on Western Australians.

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





Overview

Leadership in this context involves individuals:

- managing themselves to deliver specific tasks that make a difference in the immediate to short term
- developing knowledge, skills and abilities so work is done with minimal supervision and support from others
- using technical and/or professional skills to generate consistent, reliable and high quality work
- working in culturally informed ways
- being planned and organised to meet deadlines
- building relationships to get results
- being team players
- taking personal responsibility
- delivering on outcomes and results of assigned tasks
- finding ways to solve issues and concerns
- accepting and working in line with agency values.

Development in this context focuses on individuals:

- mastering skills that improve planning, quality, reliability, timeliness and working effectively with others
- understanding and valuing agency culture
- adopting the professional standards required of their roles.

Individuals in this context spend the majority of time:

- being responsible for delivering tasks against plans for the present and near future
- communicating with stakeholders and working with team members
- managing priorities and time to ensure tasks are completed as required
- identifying and raising concerns in a timely manner where problems are emerging
- communicating with and keeping managers informed.

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

- putting effort into motivating team members and building good relationships across the agency
- creating the foundations of a consistent and reliable team by leading by example in their work standards and relationships with others
- sharing ideas, knowledge and skills with their peers and encouraging others to succeed.

Transitioning to the next leadership context

During the transition from the Personal Leadership context to the Leading Others context, the focus of work shifts.

This shift involves individuals:

- 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
- training and 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 credible knowledge leaders or people leaders
- recognising the successes of those they lead and those they influence.

Challenges of transitioning to the next leadership context

The most difficult part of this transition is for individuals 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.



Personal Leadership

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 fits in the public sector and recognise your role in delivering value for the future of Western Australians.

You acknowledge the relationship between your work and the value it contributes to your team. You understand your agency’s objectives and can express how your work relates and contributes to achieving operational excellence for your agency.

You identify opportunities for improvements in your team, ensuring the work and services you provide always add value to Western Australians.

You complete your work to a high standard and ensure information is accurate. You recognise the shared purpose of the policies and procedures in the sector, and follow your team’s policies and procedures.

You proactively build strong working relationships with members of your team and use these relationships to achieve your objectives and deliverables to a high standard.

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
<p>You demonstrate behaviours that are evolving and starting to add value in this context.</p>	<p>You demonstrate behaviours that are appropriate for this context and have room to grow.</p>	<p>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</p>
<p>You take responsibility for your own work, making sure you provide a high quality service.</p>	<p>You recognise the impact and consequences of your work on others in your team and how your work contributes to team effectiveness.</p>	<p>You consider and take responsibility for the impacts and consequences of your work across the team and other business areas, and adapt your behaviour as necessary.</p>
<p>You focus on quality when completing tasks, taking care to use accurate information, follow correct policies and procedures, and pay attention to detail.</p>	<p>You are diligent and complete tasks to a high quality while meeting timelines and priorities.</p> <p>You appreciate and respect operational policies and procedures, guiding others on their use.</p>	<p>You are willing to go the extra mile to provide a value adding service and persist in your efforts.</p> <p>You identify opportunities for process improvements that result in exceeding service requirements.</p>
<p>You inform your manager of issues as they arise that impact your ability to deliver your work.</p>	<p>Before issues arise, you initiate communication with your manager about potential problems you anticipate.</p>	<p>You proactively communicate anticipated problems with your manager and are able to identify their impact on your team, work area and other business areas of the agency.</p>
<p>You seek to establish trusted working relationships with your team.</p> <p>You draw on these relationships to support you in delivering high quality work.</p>	<p>You nurture working relationships with your teams and with others in your work area.</p> <p>You leverage these relationships to achieve your work deliverables and objectives, and reciprocate by assisting others.</p>	<p>You extend your relationship building to include individuals in other business areas of the agency.</p> <p>You identify and nurture these relationships to enhance your understanding of the agency and achieve your objectives.</p>



Personal Leadership

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.

You think through complexity by following set procedures and applying your knowledge, skills and experience to identify problems as they arise. You use information and analysis to initiate problem resolution and seek guidance as necessary. You understand and respect the need for compliance to minimise risk in your team.

You approach problems with systematic thinking and seek alternative options before implementing solutions. You know where to find relevant information and use a common sense approach to research and analyse, and then make evidence based recommendations.

You are solutions focused and seek guidance to explore the likelihood of your intended outcome. You are accountable and take responsibility for your decisions and actions.

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>You demonstrate behaviours that are evolving and starting to add value in this context.</p>	<p>You demonstrate behaviours that are appropriate for this context and have room to grow.</p>	<p>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</p>
<p>You draw on your understanding of your work, ensuring you have sufficient knowledge of processes and practices to identify and analyse issues as they arise.</p> <p>You raise gaps in this knowledge with your manager and request guidance, development and advice.</p>	<p>You understand the questions you need to ask to inform the identification and analysis of issues.</p> <p>You discuss your analysis with others and draw conclusions which you are able to summarise with supporting evidence.</p>	<p>You use your knowledge, skills and experience as well as your ability to identify and draw on alternative information sources to analyse issues and problems.</p> <p>From your analysis, you are able to recognise what is relevant and confidently discard what is not, and provide a concise overview to your team or manager.</p>
<p>You ensure your decisions are based on facts and data and support the deliverables expected of you.</p> <p>You request guidance and advice if needed on how to make an evidence based decision.</p>	<p>You make evidence based decisions by considering broader implications and how they may affect your work as well as the work of your team and area.</p>	<p>You are confident in your ability to independently make evidence based decisions and combine this with an ability to recognise the implications for the agency.</p>
<p>You talk with your manager about problems that affect your ability to complete your work.</p> <p>You provide alternative approaches to solving problems.</p> <p>You implement suitable solutions with your manager’s guidance.</p>	<p>You identify problems in your work and team processes, collaborating to identify possible solutions.</p> <p>You use your initiative and act promptly to implement appropriate solutions, escalating to your manager as necessary.</p>	<p>You draw on your knowledge, skills and experience to confidently implement solutions, review their effectiveness and suggest alternatives if necessary.</p>
<p>You have an awareness of the risks involved in your area of work and are able to communicate them to your team and manager.</p> <p>You seek to understand the purpose of risk management policies and procedures as they apply to your work.</p>	<p>You draw on your knowledge and understanding to proactively identify risks in your own work and the work of the broader team.</p> <p>You appreciate the purpose of and apply the relevant risk management policies and procedures to your work.</p>	<p>You understand that risks in your team’s work have the potential to affect other business areas.</p> <p>You share risk concerns and suggest mitigation strategies to your manager.</p> <p>You role model the use of risk management policies and procedures to address risks.</p>



Personal Leadership

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 and understand the needs of others in your work environment. You recognise changes that affect your ability to deliver your work. You adjust priorities and pace with guidance when necessary to ensure you contribute to delivering value for your team.

You seek to understand expectations and problems by listening actively and asking clarifying questions.

You engage in your work environment with a positive and open mind, acknowledging that your approach may not be the only effective approach. You seek to understand issues and problems before reacting and discuss them thoughtfully with your team.

You communicate clearly, presenting relevant technical and professional information without jargon. You adapt your communications style and language depending on your target audience, negotiating confidently and respectfully.

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
<p>You demonstrate behaviours that are evolving and starting to add value in this context.</p>	<p>You demonstrate behaviours that are appropriate for this context and have room to grow.</p>	<p>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</p>
<p>You ask questions to understand your work environment.</p> <p>You apply this understanding to inform and guide your approach to working with and supporting your team.</p>	<p>You understand your work environment and observe changes that have an impact on your work. This allows you to approach work situations with an open mind and contribute positively to the team and your work area.</p>	<p>You make links between information you have been given and what you have observed. This facilitates your ability to identify any positive and negative impacts on your work environment and the agency.</p>
<p>You understand and acknowledge the need to be aware of the team’s priorities while working at your own pace to achieve goals.</p>	<p>You understand your team’s priorities and adjust your work pace ensuring you do not delay your team’s progress or negatively impact its credibility.</p>	<p>You seek to understand the broader work environment and its impact on your work pace as well as that of your team.</p> <p>You immediately make necessary adjustments and encourage your team to do the same.</p>
<p>You think about your audience and prepare yourself to express opinions, ideas and facts clearly, avoiding jargon and acronyms.</p>	<p>You enhance your ability to communicate by listening actively and attentively.</p> <p>You consider your audience, ask questions to seek clarity and plan your communications carefully so there are no misunderstandings.</p>	<p>You understand your audience and tailor your communication style and methods appropriately so your message is clear, concise and confident.</p>
<p>You acknowledge that others work and think differently to you and approach your work environment with a positive open mind.</p>	<p>You remain flexible and open to the opinions, ideas and suggestions of others.</p> <p>You value access to different points of view, knowledge and experiences.</p>	<p>You proactively seek out the views and opinions of others to deepen your understanding and knowledge.</p>
<p>If any interpersonal conflicts arise, you resolve them with guidance from your manager.</p>	<p>You proactively identify and respectfully address any interpersonal issues that arise so as not to damage relationships.</p> <p>You seek support from your manager if required.</p>	<p>You identify any potential interpersonal issues early and intervene with consideration and tact to support team effectiveness and maintain positive working relationships.</p>



Personal Leadership

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 the tasks and priorities of your work that are in line with the priorities of your team. You reschedule and reprioritise your work on a daily basis with guidance if necessary to reflect changes in your team environment. Under the supervision of your manager, you work to meet specified timelines and priorities, completing your work to a high standard.

You respond openly to directed changes. You explore new methods and approaches to your work. You proactively share your learnings with your team, contributing to the effectiveness of work practices.

You take responsibility for managing your work to achieve results, keeping others informed of your progress. You persevere with your work tasks, displaying tenacity to see tasks through to completion. You display personal resilience to overcome obstacles and challenges, seeking support from your manager when necessary.

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.
<p>You focus on delivering the task and goals set by your manager and seek to understand why parts of your work get prioritised.</p> <p>You approach your work methodically to ensure the timely delivery of your team's priorities.</p>	<p>You are able to explain why parts of your work are prioritised.</p> <p>You respond positively to changing priorities by shifting your work order to achieve outcomes.</p> <p>You plan and schedule your tasks, managing competing priorities to ensure you complete work on time and do not hamper progress.</p>	<p>You understand the priorities of your work and share your understanding with your peers.</p> <p>You identify and effectively manage your own competing priorities.</p> <p>You ensure high leverage tasks take priority without compromising operational excellence elsewhere.</p>
<p>You seek quicker and smarter ways of doing your own work that do not compromise on quality.</p>	<p>You willingly share your knowledge about how to improve work outcomes and encourage your team to do the same.</p>	<p>You are part of generating ideas and solutions to find better ways of achieving results.</p> <p>You share what you have learnt from mistakes and failures with others.</p>
<p>You view obstacles as a challenge and take steps to overcome these to achieve goals.</p>	<p>You use obstacles and setbacks as learning points for yourself and others.</p>	<p>You proactively share your knowledge in overcoming obstacles and setbacks to achieve collective improved results.</p>
<p>You seek guidance to enhance your resilience and cope with stressful circumstances.</p>	<p>You sustain a resilient approach and remain motivated in the face of setbacks and challenges.</p>	<p>You maintain a high level of resilience.</p> <p>You are positive and professional in your approach at all times even when under pressure.</p>



Personal Leadership

Expected behaviour: Build capability

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

You actively contribute to the development of your team’s capability, ensuring you support your team members. You provide technical and professional support to your peers, making time to mentor others in your team.

You engage in processes and activities that grow the team’s capability and effectiveness. You are approachable and receptive to all members of your team. You acknowledge the value of diversity in your team, and support the promotion of diversity and inclusion in the sector.

You recognise your role in and contribution to creating a healthy culture in your team environment.

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
<p>You demonstrate behaviours that are evolving and starting to add value in this context.</p>	<p>You demonstrate behaviours that are appropriate for this context and have room to grow.</p>	<p>You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.</p>
<p>You learn from your team members, recognising their skills and experiences as invaluable in enhancing your own capability.</p>	<p>You intentionally learn from others and share relevant skills, knowledge and experiences with your team members.</p>	<p>You contribute to the development of your team members by proactively sharing learnings and opportunities to learn.</p>
<p>You understand the value of and participate in team development opportunities and practices as required.</p>	<p>You actively participate in and contribute to team development opportunities and practices.</p>	<p>You role model what you learn from team development opportunities.</p>
<p>You understand the importance of sharing your technical skills and knowledge to build capability across your team.</p>	<p>You ensure your technical expertise is relevant and available to your team and colleagues.</p>	<p>You support your team and colleagues by providing professional and technical advice.</p>
<p>You accept and appreciate individual differences, acknowledging that people learn and understand in different ways.</p>	<p>You embrace team diversity and seek to understand the perspectives of others to ensure all learning and development are relevant and easily received.</p>	<p>You advocate for diversity in your team and recognise its contribution in providing a range of learning experiences.</p>
<p>You take responsibility for your personal wellbeing and support a healthy culture.</p>	<p>You encourage others to take responsibility for their personal wellbeing, and actively contribute to enhancing and maintaining a healthy culture.</p>	<p>You advocate for and role model personal wellbeing practices that develop and sustain a healthy culture in your team.</p>



Personal Leadership

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 show empathy and compassion, integrity and humility. You are excellence oriented and deliver results for your team.

You promote and show respect for the sector in completing your tasks and recognise that your interactions and service delivery have a direct impact on the reputation of the sector.

You complete your work practices in accordance with the policies and procedures of your work area, seeking clarification and guidance as necessary.

You role model respect for the spirit of service, and encourage and support your peers to consistently behave in line with the ethics of the sector.

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 acknowledge that your work colleagues have their own unique pressures to deal with.	You demonstrate empathy for the wellbeing of those you work with.	You demonstrate empathy for the wellbeing of those you work with and other stakeholders through all your actions and interactions.
	You act with integrity.	You display a commitment to integrity by following through on responsibilities, promises and obligations.	You influence those around you to act with integrity.
	You pay attention to, focus on and actively listen to everyone.	You listen without prejudice and role model this approach, encouraging your team to do the same.	You allow space for others to have a voice and be heard. You remain open minded and are willing to change your opinions on the basis of a compelling argument.
	You take personal responsibility to ensure your work is of high quality.	You identify where there are opportunities to improve the quality of your work. You role model this approach and encourage your team to do the same.	You implement solutions that improve the quality of work.
	You show respect for your work area and operate ethically.	You show respect for your agency and operate ethically.	You influence those around you to respect the sector and operate in an ethical manner.
	You recognise that your individual reputation is linked to and affects the reputation of the agency and sector.	You ensure your behaviour and that of your team uphold the reputation of the agency and sector.	You contribute to building and maintaining the good reputation of the agency and sector by behaving ethically and appropriately, encouraging others to do the same.



Personal Leadership

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 adjusting your approach to be effective in the changing work environment.

You lead adaptively by acknowledging the impact of your work style on others in your team. You seek ways of modifying your behaviour to improve your effectiveness with your manager and team members. You acknowledge the importance of understanding yourself and your work preferences, exploring your strengths, weaknesses and potential blind spots with your manager.

You demonstrate a willingness to extend your knowledge, skills and technical expertise to support your development, seeking guidance when necessary. You participate in learning opportunities, reflect on your learnings and, with appropriate support, actively implement them.

You are responsive to change in your work environment. You regularly seek feedback on your performance and practices from your manager and peers, and respond appropriately.

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 recognise the importance of personal and professional development. With guidance, you develop personal and professional goals and work towards achieving them.	You take responsibility for your own development journey and make appropriate development plans and goals, seeking guidance when necessary.	You are actively involved in identifying and implementing your own development plan to support your current and future development needs.
You are inclusive and able to work with a diverse range of people.	You understand and acknowledge how your work style affects your team and make adjustments accordingly. You encourage your team to do the same.	You provide input into changes in work tasks and situations to enhance your team’s effectiveness. You role model and promote inclusion in your team.
You seek feedback to enhance your understanding of your strengths, limitations and development needs.	You recognise the importance of self awareness, actively working with your manager to understand your strengths, limitations and blind spots.	You seek and respond positively to feedback, recognising the opportunity to develop a heightened understanding of yourself. You continuously reflect on your performance.
You demonstrate a willingness to learn and extend your knowledge and skills.	You invest in relevant learning to support your focus on current task execution and delivery. You proactively seek opportunities to build your capabilities.	You actively pursue and participate in opportunities for continuous development and to improve your expertise. You maintain the currency of your technical and professional skills.
You are receptive to changes and understand your own response to change.	You respond positively to changes related to operational requirements and work practices, and move to implement those changes.	You act as a change agent. You encourage and support team members to overcome their resistance to change.
You engage in self reflection practices after issues arise.	You build self reflection practices into your routine by investing appropriate time to develop your self awareness.	You intentionally reflect on yourself and your approach.

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.

This publication can be copied in whole or part with due acknowledgement.
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 | WA.gov.au

October 2022