



Public Sector
Commission

Leadership Expectations

Statewide Leader

**Building
Leadership
Impact**
in practice



Statewide Leader



Context summary

Leadership in this context is about end of line responsibility for shaping policy at whole of state and sector levels to drive long term sustainable service delivery and create public value.

Leaders are accountable for creating future value and broader effectiveness by leading across the sector. They make decisions for the agency and sector which have a direct impact on the wellbeing and livelihood of Western Australians.

Leaders become long term visionary thinkers, maintain an outward and holistic perspective and deal comfortably with the unknown.

They focus on shaping the future direction of the entire sector and are responsible for building the capability of all agencies to create long term value for the sector.

They shape the sector through long term thinking, envisioning the future and formulating what could be and how to get there.

As well as displaying all the Agency Leader context behaviours, they are visionary thinkers who identify opportunities, set the agency direction and proactively manage multiple external constituencies.

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Leadership in this context involves leaders:

- displaying a high level of strategic acumen and positioning with a long term focus
- demonstrating sound people judgement and making business decisions to benefit the agency, its people and the wider community across a large scale system
- focusing on the whole entity rather than individual business outputs and outcomes
- leading in culturally informed ways, taking into account sector diversity and inclusion as well as First Nations culture, history and experiences
- developing operational mechanisms to know and drive quarter by quarter performance
- sensing external shifts and doing something about them
- valuing appropriate risk taking, deep thinking and complexity
- getting things done with energy and innovation rather than mere compliance
- displaying the emotional courage necessary to make difficult decisions.

Development in this context focuses on leaders:

- expanding their knowledge of best practice through a variety of forums and networks
- reading widely and participating in national and global forums of thought leaders
- fine tuning their communications skills to an exceptional level so they inspire, empower and influence all sector employees.

Leaders in this context spend the majority of time:

- building a team of high achieving senior leaders and continuously developing their capabilities
- building relationships with other Statewide Leaders and Agency Leaders; local, national and international peers; and leaders of industry
- scanning internal and external environments, and revising current strategies and priorities accordingly
- forecasting the future needs of the community and strategising the agency's future direction
- leading and driving sector wide solutions generation.

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

- delivering consistent, predictable, top and bottom line results; and setting the agency direction in a broad, global context
- providing the agency with a sense of purpose and clear roadmap
- sharing their vision with a broad range of people on a regular basis, motivating them and capturing their interests
- exposing their leaders to new experiences to build their confidence and capabilities
- effectively managing relationships both internally and externally, and identifying new business opportunities where others have not.



Statewide 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 your work and the work of the agency fit in the sector, and recognise your role in creating and supporting value for the future of Western Australia.

You proactively shape the interrelationships that exist in the sector to deliver future value. You build and sustain long term partnerships across the sector and externally so you can drive synergies and initiatives.

In developing strategy, you pay attention to matters that exist both internally and externally to your agency and take responsibility to shape the system. You develop appropriate solutions that best serve the interests of the sector and Western Australia by identifying the intended and unintended impacts of your strategic plan.

You understand how your decisions, actions and behaviours impact the sector. You adopt a system wide perspective to ensure sector agencies are creating shared value. You encourage leaders to identify and shape how their work supports the public sector environment and circumstances.

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.
You actively contribute to shaping the future direction of the sector, with an understanding of its future needs and those of Western Australia.	You understand and articulate how the sector’s future direction and the work of its agencies create future value for it and for Western Australia.	You create a shared direction and understanding among all agencies in the sector, appreciating and empowering the collective collaboration required to create future value for the sector and Western Australia.
You understand and consider the impacts and consequences of your decisions on other parts of the sector.	You intentionally build a shared understanding and appreciation of the impacts of your decisions on other parts of the sector.	You influence decisions to shape the direction of the sector and Western Australia.
You establish and leverage effective internal and external networks to support initiatives that facilitate the sustainability of the sector.	You proactively and strategically build and maintain appropriate internal and external networks to support initiatives that facilitate the sustainability of the sector.	You build and sustain strong long term partnerships across the sector and globally to drive synergies and support initiatives that create future value for Western Australia.
You make strategic decisions that balance short and long term value contributions for the agency and the broader community.	You make strategic decisions that create value for the agency, sector and broader community for the long term future.	You make strategic decisions that may change or redefine the agency in a way that creates future value for both the sector and Western Australia.



Statewide 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, creating value in an unknowable long term future.

You effectively distinguish 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 embrace dynamic complexity and navigate detail complexity with ease. You make decisions that create value by thinking deeply and logically to obtain and evaluate evidence.

You embrace the complexity arising from ambiguity and uncertainty to create sustained viability and value for an unknowable long term future. You identify innovative ideas and solutions that are in the best interests of the public sector and deliver future value for Western Australia.

You build strategic risk management strategies into decision making, always calculating the risk of your decisions. You translate abstract ideas into concrete practices that can be communicated to a wide range of audiences.

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 respond to uncertainty and lack of clarity by implementing a past proven strategy.	You take decisive action in the face of ambiguity, uncertainty and intangibility where the possible impact is unknown. You take calculated risks to improve performance.	You foster a philosophy which ensures solutions to complex problems are appropriate and effective rather than impressive. You demonstrate the courage to accept and use failure and setbacks when they arise.
You generate innovative but practical solutions to problems that meet short and long term needs or have short and long term benefits.	You identify and ensure the viability of innovative concepts that take the agency and sector forward. You understand what drives long term value and sustainability, and ensure decisions balance the need to deliver short term results with long term value.	You create ideas to reshape the agency and sector over the long term. You persistently think about and deliberate on new ways to stay ahead of global trends and transform the sector.
You lead in a manner that demonstrates the ability to anticipate and manage risk in the agency and for the sector.	You ensure implementation of appropriate contingency plans to safeguard assets and agency and sector reputation against risks.	You build strategic risk management into the agency business strategy. You foster a risk management culture throughout the sector.
You understand the interdependency of multiple factors, and comprehend the depth and breadth of matters that may have an impact on the agency and sector in the medium term.	You identify patterns, trends and connections between seemingly unrelated situations, along with the impact of any matters on the agency and sector in the long term.	You identify future potential problems, needs and trends through conceptualisation, forecasting and creative thinking, taking a long term view.



Statewide 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 the internal and external environments, leveraging understanding to influence and persuade others so as to create value for Western Australia.

You deliver on key strategic priorities and manage the consequences of reactive decision making. You sense and accurately decipher the social, political and business contexts, and revise strategies and priorities accordingly.

You navigate and minimise the consequences of necessary reactive short term decision making and continually ensure that these decisions will create long term value for the public sector and Western Australia.

You navigate the subtle social and political nuances of the public sector by adapting your personal style, approach and communications to add value for your agency and the public sector.

You win the hearts and minds of others and leverage this ability to strategically influence and build alliances with internal and external stakeholders. You establish trusting relationships and display competence, integrity and benevolence in your interactions.

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 strategically build and maintain effective and collaborative relationships with diverse stakeholders to support the priorities of the agency and sector.</p>	<p>You strategically engage stakeholders and manoeuvre effectively through complex political situations.</p>	<p>You use your in depth understanding of the sector and relationships with individuals in it to build behind the scenes support and influence to optimise opportunities.</p>
<p>You detect and analyse the cause and effect relationships that have an impact on the agency and sector.</p>	<p>You identify patterns, trends and connections between situations and their impact on the agency and sector.</p>	<p>From complex information, you identify the seemingly unrelated patterns, trends and connections to create future value for the agency, sector and Western Australia.</p>
<p>You react sufficiently to changes in the external environment to safeguard the future of the agency and sector.</p>	<p>You use judgement to make assumptions about how the social and political factors influencing the agency and sector could change, and their impact on the viability of the agency and sector in the long term.</p>	<p>You create value by acting at the strategic level to anticipate, address and influence emerging trends and issues in the social, business, political and global environments.</p>
<p>You get support for ideas and initiatives when the political environment is a ‘known’ or when your personal style matches the target audience.</p>	<p>You know when and how to influence and build support for decisions by reading the political environment and adapting your personal style.</p>	<p>You have a deep understanding of different political agendas and adopt the appropriate message and style to gain commitment from a diverse set of stakeholders.</p>
<p>You communicate with purpose and direction to inform and advise others and influence their opinions. You use personal influence rather than positional power to project authority and credibility, and to influence and motivate others to achieve results.</p>	<p>You communicate with purpose and direction in a clear and convincing manner to influence and shape opinions, priorities and perspectives. You build the necessary communication infrastructures to support varied communications needs across the sector. You use personal influence to make a positive difference across the sector and externally.</p>	<p>You establish rapport and project authority, presence, credibility and confidence, persuading others to give their agreement and commitment for the benefit of Western Australia even in adversarial situations.</p>



Statewide 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 demonstrate a strong drive and determination to deliver on strategic objectives that are long term, high leverage priorities. You ensure that short term decisions and strategies are aligned to the long term direction.

Faced with challenges, you demonstrate personal resilience to deliver future value for Western Australia. You identify potential barriers to delivering your goals and develop multiple pathways to achieve them.

You display an enterprising spirit and, rather than retain the status quo, actively explore new opportunities and move towards change.

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
<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 create a shared direction for the agency and support the implementation of its strategy to deliver future value to the sector.</p>	<p>You create and regularly revise the strategic direction and intent of the agency. You adapt priorities in consideration of changing circumstances and the intent of the sector.</p>	<p>You critique a multiplicity of pathways and select the one most likely to create future value, ensuring buy-in and an understanding of the resulting decisions.</p>
<p>You actively pursue challenging objectives and monitor achievement.</p> <p>You demonstrate capability for sustained effort and high standards of agency excellence and persistence in the face of difficulties.</p>	<p>You relentlessly pursue challenging objectives that create future value for the sector.</p> <p>You demonstrate tenacity and drive to deliver excellence and sustainability across the sector and monitor success.</p>	<p>You apply knowledge, experience and capability to deliver superior results for the sector and Western Australia especially in novel situations where no precedent exists.</p>
<p>You quickly zero in on the critical few priorities and put the trivial many aside while ensuring key stakeholder priorities are attended to.</p>	<p>You quickly sense what helps or hinders accomplishing strategic goals.</p> <p>You actively eliminate roadblocks and create a focus for the agency and sector.</p>	<p>You instil a culture in the agency and across the sector that encourages creativity, innovation, lateral thinking, collaborative partnerships and a continuous improvement orientation to create a preferred future.</p>
<p>You target areas for improvement that yield short term benefit for the agency and sector but may not be sustainable over the long term.</p>	<p>You challenge the status quo to ensure critical areas for improvement that add the greatest value to the agency in the long term are targeted.</p>	<p>You are passionate about and make decisions that create value for Western Australians by linking the need for improvement initiatives to trends across the state.</p>
<p>You embrace and overcome obstacles and challenges with ease, displaying resourcefulness and flexibility in your approach.</p>	<p>You are highly motivated by difficulties and challenges displaying a high level of personal resilience at all times.</p> <p>You lead others to deliver outstanding results in times of crisis. You maintain and role model a high level of professionalism even when under pressure.</p>	<p>You demonstrate a high level of awareness and intentionally work to maintain your own personal resilience and wellbeing.</p> <p>You inspire others to maintain a positive outlook during adversity. You support and coach others through difficult and challenging assignments.</p>



Statewide 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 public sector to create value for the future of Western Australia.

You sponsor and commit to whole of sector talent identification, development and management, supported by agency specific protocols. You recognise that identifying and developing leaders is vital for the sustainability of the public sector.

You anticipate the future capability requirements of your agency and the broader public sector. You create and support strategies that encourage talent to remain in the public sector. You understand the value of a diverse and inclusive public sector. You develop and implement strategies to engage others in promoting diversity and inclusion across the agency and public sector.

You focus on developing the capability of your staff with particular attention to coaching and mentoring senior leaders. You support and develop their potential and encourage your peers to do likewise, thus building a coaching culture in your agency and the public sector. You recognise your role in building a focus on the development of people in the public sector, and actively develop and implement sustainable public sector wide structures and practices that encourage a healthy public 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
<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 use interpersonal styles and methods that inspire, motivate and create enthusiasm, building passion and energy to promote the talent pipeline in the sector.</p>	<p>You promote a people development culture in the agency and ensure this is included as a key performance imperative for managers to ensure the sustainability of the talent pipeline for succession into the future.</p>	<p>You are a good judge of talent. You project what people are likely to do across a variety of situations and what their future potential may deliver to the sector. You have a track record and process for developing this talent.</p>
<p>You develop capabilities in a diverse talent pipeline aligned to the current and future needs of the agency.</p>	<p>You build a strong culture that addresses inequality and highlights the value of diversity in the sector.</p>	<p>You actively embrace equality and diversity to demonstrate a sector wide commitment to diversity.</p>
<p>You identify, recognise and develop the potential and talent in the agency and across the sector. You develop bench strength through succession planning, identifying potential successors and building the talent pipeline for key positions.</p>	<p>You actively promote and engage with sector talent identification, management and development. You actively shape and develop agency level processes and systems to align with broader sector talent processes. You balance developing people to address current needs with introducing new skills to address future forecasted needs.</p>	<p>You understand the changing nature of work and associated future capability requirements. To avoid facing surpluses of obsolete skills and gaps of scarce expertise you adopt a strategic perspective to managing the capabilities of the agency. You ensure future sector talent requirements are identified, developed and nurtured.</p>
<p>You demonstrate practices that support your wellbeing, enhance a healthy agency and sector culture. You understand your role and responsibility in building this culture.</p>	<p>You are highly active in your role and responsibilities for building and creating a healthy culture in the agency and influencing across the sector. You ensure this culture is aligned with the strategy of the agency and whole of sector direction.</p>	<p>You act as a champion for healthy work practices across the sector. You recognise and celebrate others for embedding supportive practices across the sector.</p>



Statewide 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 your decision making, interactions and professional activities.

You show empathy and compassion, integrity and humility. You get results under tough conditions while maintaining the reputation of your agency, the public sector and stakeholders. You inspire others to achieve excellence for the public sector and Western Australia.

Your personal presence builds confidence in others. You actively maintain this presence to strategically influence the creation of future value for the public sector and Western Australia. You build and maintain your reputation, understanding how closely it is linked to the reputation of the public sector.

You embody the spirit of public service and act as a values ambassador for the public sector, identifying misconduct and taking appropriate action. You display a genuine passion for the public sector and its work in creating present and future value for the state.

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.
<p>You act in a manner consistent with the spirit of public service.</p> <p>You take actions consistent with the spirit of public service even under intense pressure to do otherwise.</p>	<p>You always act in a manner consistent with the spirit of the public service and articulate the rationale behind popular and unpopular decisions.</p> <p>You confront behaviours that challenge the spirit of public service.</p>	<p>You intentionally influence the narrative around integrity for stakeholders by confronting issues and challenging assumptions assertively despite potential personal cost or risk.</p>
<p>You oversee implementation of plans, policies and procedures to ensure legislative and corporate governance requirements are met.</p> <p>You ensure actions and decisions reflect the agency’s vision and are in keeping with the spirit of public service.</p>	<p>You oversee implementation of corporate governance for the agency, ensuring compliance with relevant legislation at all times.</p> <p>You ensure the spirit of public service is embedded in processes and systems, and reflected in the behaviours of staff in the agency.</p>	<p>You actively build confidence in the reputation of the sector in the eyes of all stakeholders through appropriate governance.</p> <p>You show concern for the reputation of the sector by directly challenging the actions or values of powerful others which may conflict with the spirit of public service.</p>
<p>You demonstrate humility in your interactions with people and are recognised as a leader with humility.</p>	<p>You influence the agency to act in a manner that displays humility and are recognised by the sector as having this influence.</p>	<p>You provide leadership across the sector in a manner that demonstrates a high level of humility.</p>
<p>You set a clear and shared sense of direction, focus and expectation.</p> <p>You inspire and promote a compelling sense of purpose for the immediate future.</p>	<p>You set a clear and shared sense of direction, focus and expectation.</p> <p>You inspire and promote a compelling sense of purpose for the future of the agency and sector.</p>	<p>You demonstrate and communicate a passion for the sector and Western Australia through a compelling vision that generates enthusiasm and energy for the preferred future.</p>
<p>You promote respect for the agency and sector by being proactive when dealing with ethical issues.</p>	<p>You conduct business ethically.</p> <p>You display behaviours that enhance the reputation of the agency and sector in the eyes of stakeholders.</p>	<p>You act as an ambassador for the sector, embodying the spirit of public service by acting ethically.</p> <p>You insist that others behave accordingly and respond when they do not.</p>



Statewide 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 understand your own strengths, limitations and blind spots.

You demonstrate an elevated willingness, motivation and ability to learn. You actively pursue learning opportunities that support both your development and your ability to create future value for Western Australia.

You actively and regularly seek feedback from a range of sources, reflecting on and evaluating the merit of the feedback and translating your learning into meaningful action.

You are proactive, demonstrating an intentional willingness to improve things and seek alternative opportunities to create future value. You proactively change and modify your environment and work methods to lead the public sector, your agency and teams effectively.

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.
<p>You seek resources and stretch opportunities to support your ongoing growth and development as a statewide leader.</p> <p>You contribute this local and international learning to create long term value for the sector.</p>	<p>You actively scan the internal and external environments for experiences that lead to the development of future anticipated skills and knowledge.</p> <p>You invest in and make time to engage in learning experiences and opportunities for yourself and others.</p>	<p>You create and promote a focus on ongoing learning and development across the sector.</p> <p>You ensure that investment and personal modelling support this focus.</p>
<p>You envisage and communicate the benefits of relevant strategic change projects to the sector.</p>	<p>You readily adapt to changing circumstances and adjust sector strategy accordingly.</p>	<p>You are highly effective in ambiguous and unpredictable situations.</p> <p>You adapt in anticipation of changing future circumstances that may not be immediately evident.</p>
<p>You work effectively in different situations and with a variety of people and stakeholders. You engage with diverse perspectives and understand their impact on the agency and sector.</p> <p>You shift gears comfortably.</p>	<p>You see issues from varying perspectives and integrate a range of diverse ideas into sector plans.</p>	<p>You create a focus on diversity and inclusion that demonstrates true assimilation of different ideas and perspectives for the future of Western Australia.</p>

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.

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