Behaviour assessment of staff

Leading Leaders

## **Assessment of: [Staff name]**

## **Assessed by: [Manager/assessor name] | [Month/Year]**

## Leadership Expectations

Leadership Expectations has a range of uses including individual reflection and assessment, performance conversations, feedback, development and progression. By defining the expected behaviours and associated mindsets, along with examples of the behaviours in action in all leadership contexts, it provides a shared understanding of the practical application of leadership and development that is critical for individual, agency and public sector success.

## Why complete a behaviour assessment of staff?

Measuring the expected behaviours of each of your staff provides you with concrete discussion points and feedback to provide when completing performance agreements and reviews, development plans, mentoring, coaching and project or task reviews. It allows you to measure the mastery (developing, proficient or mature) of staff against the behaviours expected of them in their current context.

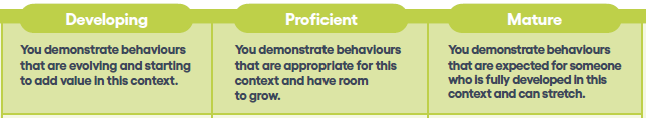
Using this assessment:

* provides you with space and time to think deeply about your staff and where they are adding value or getting derailed
* helps to generate open and honest conversations between you and your staff
* assists you to articulate what the individual is displaying that is a real strength to the team or what behaviours need to develop
* encourages you to think about what part you play in fostering and supporting the behaviours of your staff (both productive and unproductive behaviours).

## How to complete the assessment of your staff

### Reflect and assess

Read through the behaviours in action for each expected behaviour and associated mindset. Select either Developing, Proficient or Mature in each row that you think demonstrates the behaviour of your staff member. Select the one that best describes them most of the time, in their current role.



At the end of each section, decide their level of mastery on balance.

Remember:

* Choosing developing does not mean your staff member is underperforming. It simply means they are still evolving and starting to add value. Choosing developing is an opportunity for growth and strength.
* Just because a statement does not appear to apply to their current role, or applies less than others, does not mean it is not important for their overall leadership skills. This may be an opportunity for growth.

### Consider priority areas for development

Based on your assessment, identify your staff member’s top 3 priority areas for development. Consider how to best address these areas to help them grow. A prompt is provided at the end of the context you are assessing to do this.

### Next steps

Use the completed assessment as a conversation point with your staff member. To complement this, invite them to complete a [**Behaviour Self Assessment**](https://www.wa.gov.au/government/document-collections/leadership-expectations-individuals)to offer you insight into their perspective. Both you and your staff member should talk about your reflections on performance and how this informs their development goals.

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

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| 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. | |
|  | Developing |  | Proficient |  | Mature |
| You consider and weigh up the impact and consequences of your decisions on your team[[1]](#footnote-1)\*.  You actively resolve potential conflicts between functions. | | You consider and weigh up the impact and consequences of your decisions on your team and on the strategy of the agency. | | You anticipate the impact and consequences of your decisions on your team and business area, and the strategy of the agency.  You make decisions based on understanding the intended and unintended consequences on the agency. | |
|  | Developing |  | Proficient |  | Mature |
| You set and communicate clear objectives for your leaders to ensure they are aligned to the operational strategy of the agency. | | You coach your leaders to recognise the connections between their work and the sector as they set their own objectives. | | You ensure your leaders understand the importance of considering the broader impact of their actions on the agency when setting objectives. | |
|  | Developing |  | Proficient |  | Mature |
| You provide clear guidance to your teams to deliver operational excellence. | | You articulate the operational objectives for your leaders, linking them to agency goals and ensuring their ability to deliver operational excellence. | | You shape the operational goals of your business area to align with the goals of the agency by setting key performance criteria and clear objectives for those you lead. | |
|  | Developing |  | Proficient |  | Mature |
| You draw on your own and others’ knowledge and expertise to take action that adds value to the work your business area delivers. | | You draw on your own and others’ knowledge and expertise to introduce and incorporate best practices to allow your business area to deliver value adding services. | | You confidently apply deep knowledge and expertise to identify and communicate opportunities for continuous improvement to deliver value. | |

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|  | Developing |  | Proficient |  | Mature |
| You identify and maintain relationships with key stakeholders to achieve desired outcomes. | | You actively extend networks with multiple key stakeholders and use these to achieve objectives. | | You strategically build networks and high quality relationships with key stakeholders, leveraging these to achieve objectives. | |
|  | Developing |  | Proficient |  | Mature |
| You engage and collaborate with others across the agency. | | You seek out opportunities to collaborate and connect across the agency, sharing and using your own expertise or that of your team. | | You strategically identify and contribute to opportunities for collaboration across the agency to break down silos and deepen collective expertise. | |

## For lead collectively, on balance you are:

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|  | Developing |  | Proficient |  | Mature |

To **think through complexity**, you consciously adopt the mindset **“There is more than one solution.”**

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| 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. | |
|  | Developing |  | Proficient |  | Mature |
| You investigate the problem and contributing factors to identify the root cause of the problem.  You know when to seek alternative viewpoints or expertise. | | You tackle complexity by breaking down the task into smaller parts, seeing both the broader picture and component parts so they can be prioritised.  You acknowledge and understand how the component parts work in isolation and interrelate. | | You process different and competing information in parallel to create the big picture and identify the best possible solution. | |
|  | Developing |  | Proficient |  | Mature |
| You widen your gaze to gather all available information from a range of sources.  You integrate and summarise the most relevant data and information. | | You summarise large volumes of data, extract the essential information and translate the key strategic elements for your target audience. | | You navigate and summarise large volumes of data with ease, quickly and efficiently identifying the relevant information to get to a sustainable solution. | |
|  | Developing |  | Proficient |  | Mature |
| You identify when procedures are limiting outcomes and problem solve possible solutions.  You empower your team[[2]](#footnote-2)\* to do the same. | | You identify and take action when procedures are limiting outcomes.  You implement ways to address this and seek opportunities for improvement and to mitigate risk. | | You consult with leaders/ experts and implement change to continuously improve procedures that are limiting outcomes and/or increasing risk. | |
|  | Developing |  | Proficient |  | Mature |
| You recognise and communicate the importance of risk mitigation strategies in your teams. | | You lead by example by overseeing and implementing plans, policies and procedures for risk mitigation.  You take the time to understand legislative and corporate requirements to ensure they are met. | | You reduce risk through mitigation strategies, continually reviewing processes and enabling your teams to do the same. | |

## For think through complexity, on balance you are:

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|  | Developing |  | Proficient |  | Mature |

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

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| 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. | |
|  | Developing |  | Proficient |  | Mature |
| You seek and take into consideration the views and suggestions of your stakeholders before acting. | | You think and act with your stakeholders in mind when designing and optimising your work. | | You demonstrate both a depth of knowledge and an understanding of the environmental factors impacting your stakeholders. | |
|  | Developing |  | Proficient |  | Mature |
| You forecast trends based on past performance and use this to inform the operational delivery of your teams[[3]](#footnote-3)\*. | | You read patterns, trends and connections in your environment.  You understand the potential impacts, making adjustments as needed. | | You make choices about the allocation of resources for established operating practices by reading emerging trends in your environment. | |
|  | Developing |  | Proficient |  | Mature |
| You make the time to understand the external environmental factors that may impact decisions. | | You use environmental information you have gathered to inform your planning and decision making.  You consider alternatives before allocating resources. | | You use emergent societal, government and legislative trends that may affect the future viability of the agency to inform your work and the work of those you lead and influence. | |
|  | Developing |  | Proficient |  | Mature |
| You use relevant information, data and logic to construct rationale to persuade or influence a case for change. | | You carefully build a case for change, prioritising areas of agreement and giving attention and energy to areas where there is disagreement. | | You coach those you lead on how to understand and use data from environmental scanning to build a compelling case for change. | |
|  | Developing |  | Proficient |  | Mature |
| You use your expertise to lead a knowledge domain. | | You build your leadership brand as a technical or knowledge expert in your domain of expertise. | | You build a strong leadership brand as a technical or knowledge expert across the agency. | |

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|  | Developing |  | Proficient |  | Mature |
| You are aware when others do not recognise your expert point of view and seek to understand their thinking. | | You recognise resistance to your ideas and act to influence others to understand and consider your expert knowledge and point of view. | | When there is resistance to your ideas, you adjust your communications style and use your influencing skills to enhance understanding and arrive at the best possible solution. | |
|  | Developing |  | Proficient |  | Mature |
| You deal with interpersonal conflict effectively and in a timely manner. | | You resolve interpersonal conflict tactfully, recognising the influence of your approach on your success and that of your team. | | You coach those you lead to resolve interpersonal conflict in their teams.  You ensure your leaders engage in and do not avoid difficult and crucial conversations. | |

## For dynamically sense the environment, on balance you are:

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|  | Developing |  | Proficient |  | Mature |

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

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| 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. | |
|  | Developing |  | Proficient |  | Mature |
| You set clear objectives that drive performance for your business area, adapting them when required. | | You set clear objectives for the performance of your teams[[4]](#footnote-4)\*, aligning your priorities and timelines with the agency’s objectives. | | You identify and prioritise the most critical activities and assignments, and continuously adjust priorities to meet the agency’s requirements. | |
|  | Developing |  | Proficient |  | Mature |
| You allocate tasks to others to maximise productivity and outcomes.  You invest time in monitoring progress and delivery of allocated work. | | You strategically delegate work to your leaders and ensure tasks, activities and goals are delivered on time, on budget and to a high quality. | | You determine progress towards high level performance criteria rather than specific tasks.  You anticipate needs and make necessary and timely adjustments so the overarching outcome is achieved. | |
|  | Developing |  | Proficient |  | Mature |
| You seek innovative solutions to problems, embedding best practice approaches in your business area. | | You embed practices in your teams to support a culture of continuous improvement by focusing on areas to drive and improve performance. | | You take responsibility for creating a culture of continuous improvement.  You foster the mindsets and behaviours of those you lead and influence to support this culture of improvement. | |
|  | Developing |  | Proficient |  | Mature |
| You accept challenges and setbacks as development opportunities.  You seek alternatives to overcome obstacles. | | You enhance the resilience of your teams and remain motivated in the face of setbacks and challenges. | | You foster a growth mindset[[5]](#footnote-5)\*\* in your business area.  You promote resilience that holds up under pressure. | |
|  | Developing |  | Proficient |  | Mature |
| You develop plans that leverage relevant technical expertise available to deliver crucial outcomes. | | You take a variety of needs into account when developing plans to deliver results. | | When planning, you demonstrate a mature balance of technical expectations and the strategic focus of the agency to maximise results. | |

## For deliver on high leverage areas, on balance you are:

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|  | Developing |  | Proficient |  | Mature |

To **build capability**, you consciously adopt the mindset **“We are only as good as our people.”**

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| 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. | |
|  | Developing |  | Proficient |  | Mature |
| You prioritise people development as a key performance area. | | You act as a coach for others and reinforce the need for them to actively manage and drive their own development. | | You demonstrate that people development is a key performance area for your leaders, driving their efforts to build the wider talent pipeline in your business area. | |
|  | Developing |  | Proficient |  | Mature |
| You ensure team[[6]](#footnote-6)\* members know what is expected of them and monitor their performance.  You ensure performance is embedded in your teams’ meeting cycles. | | You create a shared understanding of the performance expectations of your leaders and teams.  You monitor and direct performance accordingly. | | You engage in ongoing performance and feedback conversations, both formal and informal.  You ensure that your leaders establish regular performance conversations with their teams. | |
|  | Developing |  | Proficient |  | Mature |
| You support your leaders to participate in professional learning and build their capability through challenging tasks and stretch assignments. | | You jointly identify areas for development with your leaders and generate a variety of relevant development opportunities to build their capabilities. | | You empower your leaders to identify challenging tasks and set stretch assignments to further develop their capabilities, and coach them through any challenges. | |
|  | Developing |  | Proficient |  | Mature |
| You identify gaps in capability in your teams as they arise.  You select and develop the right candidates to balance capability. | | You acknowledge the current capability in your teams, seeking development opportunities that build capability in required areas. | | You forecast and identify future capability needs.  You select and develop skilled individuals to meet these needs. | |

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|  | Developing |  | Proficient |  | Mature |
| You embrace your role as a coach and recognise this as a core component of your responsibility. | | You apply effective coaching practices to nurture the development of capability in your business area. | | You model coaching practices across your teams to influence other leaders to practice the same approach and enhance agency capability. | |
|  | Developing |  | Proficient |  | Mature |
| You actively role model embracing different perspectives and other behaviours that promote diversity and inclusion. | | You develop the capability of your leaders to effectively manage a diverse group of people, promoting the unique strengths of your individual leaders. | | You hold your leaders accountable for managing a diverse group of people. You promote the unique strengths of your leaders. | |
|  | Developing |  | Proficient |  | Mature |
| You develop team practices that support the wellbeing of your leaders and their teams. | | You understand your role and responsibility for building and creating a healthy culture, ensuring it is aligned with your business area’s strategy. | | You act as a champion for healthy work practices and recognise and celebrate others for embedding supportive practices. | |

## For build capability, on balance you are:

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|  | Developing |  | Proficient |  | Mature |

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

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| 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. | |
|  | Developing |  | Proficient |  | Mature |
| You demonstrate empathy, compassion and support for how your decisions impact others. | | You coach your leaders to lead in a manner that demonstrates empathy and compassion. | | You create a culture where empathy and compassion for stakeholders are consistently demonstrated. | |
|  | Developing |  | Proficient |  | Mature |
| You act authentically as a leader with personal integrity. | | You develop your leaders to understand, see and feel the importance of leading with personal integrity. | | You create a culture where the pursuit of personal integrity is valued by all.  You use interpersonal styles and methods that inspire, motivate and create enthusiasm for this pursuit of personal integrity. | |
|  | Developing |  | Proficient |  | Mature |
| You demonstrate humility which inspires trust and confidence in your teams[[7]](#footnote-7)\*. | | You coach your leaders to lead in a manner that demonstrates humility, and promote recognition of this important leadership trait. | | You develop and maintain a practice of humility across your teams which is reflected in the trust others place in your teams. | |
|  | Developing |  | Proficient |  | Mature |
| You display a genuine passion for the way your leaders deliver high quality value for your business area and the agency. | | You coach your leaders to lead in a manner that promotes high quality value and a sense of pride in work undertaken. | | You create a culture in your teams where high quality work and the pursuit of excellence are considered the norm. | |
|  | Developing |  | Proficient |  | Mature |
| You promote respect in your business area and operate ethically. | | You lead by example. You conduct all work activities in a manner that promotes an ethical approach. | | You hold your leaders accountable for promoting the expectation of acting ethically in all work activities. | |

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|  | Developing |  | Proficient |  | Mature |
| You lead by example and act in a manner that enhances your reputation and that of the agency. | | You take responsibility for acting authentically as a leader, building your personal brand and enhancing the reputation of the agency. | | You demonstrate to your leaders an understanding of how your decisions, actions and behaviours enhance your own reputation and that of the agency and sector. | |

## For embody the spirit of public service, on balance you are:

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|  | Developing |  | Proficient |  | Mature |

To **lead adaptively**, you consciously adopt the mindset “**I am forever curious, forever learning.”**

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| 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. | |
|  | Developing |  | Proficient |  | Mature |
| You develop and maintain the knowledge, skills and expertise necessary to achieve positive results. | | You proactively seek learning opportunities that align with your current and future development needs, engaging in learning that enhances your knowledge and expertise and stretches your capability. | | You support the development of other leaders by actively sharing your learning and expertise. | |
|  | Developing |  | Proficient |  | Mature |
| You selectively seek feedback from multiple sources and adapt your behaviour and approach based on trusted feedback. | | You regularly seek feedback from multiple sources, taking time to understand and consider the feedback before making changes. | | You seek feedback from multiple sources and make considered changes to work practices which drive effectiveness. | |
|  | Developing |  | Proficient |  | Mature |
| You demonstrate personal improvement as you are open to learning. | | You take time to deepen your expertise and share your learnings with others, influencing staff to learn and improve their performance. | | You proactively model and encourage continuous learning and development across your teams[[8]](#footnote-8)\*. | |
|  | Developing |  | Proficient |  | Mature |
| You identify the impact of your personal leadership style on those you lead, making a conscious effort to adapt your behaviours in engaging with people from diverse backgrounds. | | You adapt your personal leadership style to achieve the desired outcomes from your leaders.  You demonstrate the importance of diversity and inclusion. | | You modify your personal leadership style in appropriate settings while maintaining a strong personal presence.  You promote diversity and inclusion. | |

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|  | Developing |  | Proficient |  | Mature |
| You develop personal and professional goals for yourself.  You seek appropriate pathways to maintain your knowledge and skills. | | You take responsibility for creating and implementing your own development pathways, regularly engaging with others for guidance and seeking to establish trusted mentor relationships. | | You proactively shape your own development pathways.  You seek counsel from internal and external expert sources to fast track your learning wherever possible. | |
|  | Developing |  | Proficient |  | Mature |
| You show support and provide input into change forums, and effectively implement change processes. | | You display a visible openness to new ideas and change, readily adapting to new demands and lead your teams through change processes. | | While leading through times of change you support your team while ensuring sustained performance and operational stability. | |
|  | Developing |  | Proficient |  | Mature |
| You look for ways to innovate through improved processes, technologies and practices. | | You drive innovation in your business area.  You identify and implement improved processes, technologies and practices. | | You drive innovation in your business area and influence innovation in the agency.  You identify and implement improved processes, technologies and practices. | |

## For lead adaptively, on balance you are:

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|  | Developing |  | Proficient |  | Mature |

Leading Leaders: On balance ratings

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| Expected behaviour | On balance you are: | | | | | |
| Lead collectively |  | Developing |  | Proficient |  | Mature |
| Think through complexity |  | Developing |  | Proficient |  | Mature |
| Dynamically sense the environment |  | Developing |  | Proficient |  | Mature |
| Deliver on high leverage areas |  | Developing |  | Proficient |  | Mature |
| Build capability |  | Developing |  | Proficient |  | Mature |
| Embody the spirit of public service |  | Developing |  | Proficient |  | Mature |
| Lead adaptively |  | Developing |  | Proficient |  | Mature |

Priority areas for development

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| --- | --- | --- |
|  | Expected behaviour | Ways to address this |
| **1** |  |  |
| **2** |  |  |
| **3** |  |  |

1. \* Use of **team** in this context can mean the people or knowledge area you lead or manage. [↑](#footnote-ref-1)
2. \* Use of **team** in this context can mean the people or knowledge area you lead or manage. [↑](#footnote-ref-2)
3. \* Use of **team** in this context can mean the people or knowledge area you lead or manage. [↑](#footnote-ref-3)
4. \* Use of **team** in this context can mean the people or knowledge area you lead or manage. [↑](#footnote-ref-4)
5. \*\* 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 [↑](#footnote-ref-5)
6. \* Use of **team** in this context can mean the people or knowledge area you lead or manage. [↑](#footnote-ref-6)
7. \* Use of **team** in this context can mean the people or knowledge area you lead or manage. [↑](#footnote-ref-7)
8. \* Use of **team** in this context can mean the people or knowledge area you lead or manage. [↑](#footnote-ref-8)