Behaviour assessment of staff

Leading Others

## **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.

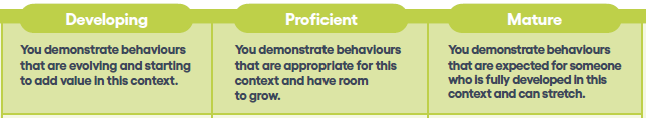
Using this assessment:

* 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 understand and are able to explain how your work and that of your team[[1]](#footnote-1)\* aligns with the deliverables expected of your work area. | | You communicate how your work and that of your team deliver on the agency’s strategy and add value to the agency and community. | | Drawing on your understanding, you are able to contribute to planning and implementing operational deliverables for your work area. | |
|  | Developing |  | Proficient |  | Mature |
| You set objectives and organise people and activities to ensure the best use of time and resources. | | You ensure objectives you set demonstrate connections between the work of your team/domain of expertise and other business areas. | | You set objectives that demonstrate connections between your work and broader agency priorities. | |
|  | Developing |  | Proficient |  | Mature |
| You deal with issues arising in your team that impact its ability to function effectively, and consider how these issues may impact other teams. | | You apply a broader view and are responsive in addressing issues in your team that could impact other teams. | | Your proactive approach to identifying and addressing issues supports your efforts to explore opportunities to collaborate across the agency. | |
|  | Developing |  | Proficient |  | Mature |
| You proactively check the progress of your team in delivering tasks and goals. | | You monitor progress of your team’s work, ensuring it is contributing to delivering operational excellence. | | You build practices that enable others to monitor progress to ensure they deliver excellence for the agency. | |
|  | Developing |  | Proficient |  | Mature |
| You implement processes and make time to build and nurture productive working relationships in your team and across the agency. | | You proactively identify, build and nurture key relationships with other teams and leaders across the agency that support your team’s operational effectiveness. | | You seek out new connections to build your network, nurturing productive working relationships with internal and external stakeholders. | |

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|  | Developing |  | Proficient |  | Mature |
| You lead your team to provide high quality service or specialist advice. You maintain high levels of productivity by setting standards and keeping the team focused on delivering outcomes. | | You lead your team to deliver high quality service or specialist advice. You maintain productivity and achieve milestones through motivation, connection to work and coaching when required. | | You lead your team to identify opportunities to improve processes that enhance the quality of service and advice delivered, and to be peak performers in their field. | |
|  | Developing |  | Proficient |  | Mature |
| You share knowledge and expertise with your team to create shared understanding and to strengthen teamwork. | | You proactively share knowledge and expertise with your team and colleagues to create shared understanding and identify areas for collaboration. | | You look for opportunities to partner with relevant colleagues to create broader knowledge and expertise across many business areas of the agency. | |

## 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 understand the questions you need to ask to identify the root cause of a problem.  You analyse and accurately summarise large volumes of data and information.  You can articulate the issue and impact clearly. | | When you identify the need for more information, you know who to ask and where to look to better understand the root cause of a problem.  You analyse multiple levels of information, extracting what is essential to provide an overview and keep others informed. | | You explore and investigate the problem and contributing factors to identify the root cause.  You know when to seek alternative viewpoints and expertise. | |
|  | Developing |  | Proficient |  | Mature |
| You make evidenced based recommendations and decisions that support the team’s[[2]](#footnote-2)\* priorities.  You can articulate the reasons for your decisions and identify the impacts they may have. | | You are able to confidently make decisions and explain the impact of these decisions on the team and work area.  You delegate appropriate operational decisions to your team and support them to make considered choices. | | You are able to articulate the rationale behind your decisions to your team, senior leaders and stakeholders.  You are able to connect the rationale for the decisions to the broader work area’s strategic priorities. | |
|  | Developing |  | Proficient |  | Mature |
| You create an environment that encourages your team to identify problems and generate possible solutions. | | You use your knowledge, skills and experience, thinking systematically to consider and discuss the feasibility of all possible solutions with your team. | | You coach your team to come up with multiple solutions and make problem solving a highly collaborative practice.  You use a high degree of technical expertise to evaluate the feasibility of all possible solutions and remain open to innovative solutions. | |

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|  | Developing |  | Proficient |  | Mature |
| You understand the risk of non-compliance and manage risk by aligning your work practices and those of your team to the agency’s risk policies and procedures.  You work with your team to identify and understand the risks involved in their daily work. | | You contribute to risk prevention by working with your team to identify improvements so risk is minimised and re-occurrence prevented.  You escalate issues to your manager as necessary, informing them early on. | | You coach your team to become attuned to risk by openly talking about risk and the impact of less favourable outcomes.  You contribute to risk mitigation strategies by keeping your manager appropriately informed of areas exposed to risk and suggest possible mitigation strategies. | |

## 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 gather and filter information from multiple sources to enhance your and your team’s[[3]](#footnote-3)\* understanding of the work environment. | | You observe changes in the working environment that impact your team’s work.  You communicate the issues and adapt your team’s approach to maximise outcomes. | | You make judgements about situations based on the range of information you have gathered.  You arrive at solutions that cater to the needs of multiple stakeholders. | |
|  | Developing |  | Proficient |  | Mature |
| You seek to understand your broader work environment and use relevant information and logic to construct arguments to inform your decision making. | | You keep informed of current practices and theories, and stay connected to your broader work environment.  You go beyond technical information to convince others of alternative solutions. | | You use your understanding of the broader environment to enable your team to move towards potential opportunities and develop solutions beyond those that are immediately obvious. | |
|  | Developing |  | Proficient |  | Mature |
| You communicate your technical knowledge effectively, showing an understanding of your operating environment. | | You recognise that others rely on your technical knowledge and expertise to meet their deliverables, and share your knowledge and information accordingly. | | You influence decision making by communicating your technical knowledge in a way that shows you understand the broader environment. | |
|  | Developing |  | Proficient |  | Mature |
| You identify the essence of an issue and develop a persuasive case in response to the needs of the current audience.  You listen to others and take their points of view into consideration. | | You communicate effectively and persuasively, adjusting your communications style and method to match the environment and audience. | | You communicate complicated matters to a variety of stakeholders with clarity and conviction.  You demonstrate a deep understanding of the complexities of the environment. | |

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|  | Developing |  | Proficient |  | Mature |
| You undertake difficult conversations when required.  You take care to approach each conversation with consideration and tact. | | You confidently engage in difficult conversations in your team or work group to deal with emerging issues.  You withhold judgement, action and advice until you are confident you fully understand the issues. | | You foster an environment of trust in your team or work group, enabling them to engage in difficult conversations.  You create a shared understanding of issues and problems, and determine the appropriate path forward. | |

## 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 |
| With an understanding of your area’s priorities, you set clear performance objectives for your team[[4]](#footnote-4)\* and ensure everyone is kept on track. | | You set clear performance objectives for your team, and adjust priorities and timelines in response to changes in direction or focus. | | You identify the more critical activities and assignments, and adjust objectives and priorities in keeping with the agency objectives. | |
|  | Developing |  | Proficient |  | Mature |
| You allocate your time appropriately to allow for completing your work and overseeing the work of your team. | | You allocate and monitor the tasks in your work area, ensuring the goals set are achieved on time and to a high standard. | | You set in place processes to intentionally collect and review data on a regular basis to monitor the progress and quality of outcomes.  You anticipate needs and obstacles, making necessary adjustments to plans as you go. | |
|  | Developing |  | Proficient |  | Mature |
| You try different and innovative ways to deal with problems and opportunities with a focus on delivering the priorities set for your team. | | You focus on identifying efficiencies to optimise systems and processes that improve the performance and delivery of your team’s priorities. | | You foster a team climate of continuous improvement and solutions focused thinking, and develop a shared purpose as you pursue your team’s priorities. | |

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|  | Developing |  | Proficient |  | Mature |
| You navigate setbacks and challenges, and respond positively to short term stressful circumstances. | | You sustain a resilient leadership approach and remain motivated in the face of setbacks and challenges. | | You foster a growth mindset[[5]](#footnote-5)\*\* in yourself and those around you to keep upbeat and motivated in the face of adversity.  You reframe setbacks as learning and improvement opportunities. | |
|  | Developing |  | Proficient |  | Mature |
| You continually develop your understanding of standards and priorities to contribute to improved outcomes. | | You constructively question and challenge existing standards and priorities to improve the outcomes of your team or work area. | | You use knowledge and expertise to influence stakeholders in understanding when standards and priorities need to be adjusted to improve outcomes. | |

## 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 set and role model the performance expectations of your team[[6]](#footnote-6)\* and monitor your own performance and that of each team member.  You schedule regular check-ins to discuss performance and progress, and provide feedback to individual team members. | | You clearly describe how the team achieves high performance and what success looks like. You monitor performance and engage with your team regularly.  You provide meaningful individual feedback against performance expectations and identify opportunities for development. | | You create a shared understanding of role and performance expectations across the team to entrench a focus on high performance.  You encourage and coach the team to adopt behaviours that facilitate high performance, and develop a culture of feedback throughout your team. | |
|  | Developing |  | Proficient |  | Mature |
| You understand the need for development and actively encourage others to engage in a variety of development and training, and to seize opportunities as they arise. | | You encourage team members to understand their own areas for development. You empower team members to identify and pursue opportunities to enhance and extend their learning. | | You create an environment that supports a focus on learning and improvement. You provide feedback, on the job training, coaching and development experiences. | |
|  | Developing |  | Proficient |  | Mature |
| You identify and acknowledge the unique contribution each individual in your team brings. | | You provide structured opportunities for each individual to further develop their strengths as well as identify and manage their areas of development. | | You ensure your senior leaders are aware of each individual’s contribution to the agency’s success.  You ensure the agency and the sector benefit from each individual’s talent, and encourage them to pursue relevant opportunities. | |

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|  | Developing |  | Proficient |  | Mature |
| You accept, respect and value the individual differences in your team and acknowledge that people approach the world from different perspectives. | | You promote diversity and inclusion in your team and actively seek opportunities to develop the team’s understanding of diversity. | | You demonstrate the ability to effectively manage a diverse group of people, drawing on the unique strengths of individual team members and actively promoting inclusive practices. | |
|  | Developing |  | Proficient |  | Mature |
| You bring awareness to how wellbeing at work contributes to the success of the team.  You integrate practices that support the wellbeing of your team. | | You understand your team’s needs and encourage them to undertake practices that support wellbeing.  You develop a positive and healthy culture in your team. | | You recognise your role and contribution in shaping a healthy and positive culture in your team.  You champion healthy work practices and model this through personal practice. | |

## 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 for the wellbeing of those you lead. | | You demonstrate empathy, care and support for the wellbeing of your stakeholders and those you lead and influence. | | You demonstrate empathy, compassion and care for how your decisions impact others and encourage others to do the same. | |
|  | Developing |  | Proficient |  | Mature |
| You influence those you lead to act with integrity, leading by example in all your actions and interactions. | | You act with integrity in all your decisions, actions and behaviours, and take responsibility for outcomes. | | You guide those you lead to develop an understanding of how demonstrating integrity shapes the team’s[[7]](#footnote-7)\* approach to its work. | |
|  | Developing |  | Proficient |  | Mature |
| You are open minded and willing to change your opinions on the basis of a compelling argument from those you lead. | | You demonstrate the ability to change your opinions and provide direction to others in a manner that displays humility. | | You are recognised by your team and stakeholders as a leader who demonstrates humility. | |
|  | Developing |  | Proficient |  | Mature |
| You intentionally implement solutions for your team that provide high quality outcomes. | | You display a genuine passion for the way your team delivers high quality outcomes and seeks to deliver value in its work. | | You champion the pursuit of excellence across your team. | |
|  | Developing |  | Proficient |  | Mature |
| You ensure team members act ethically and in line with the policies and procedures of the agency and sector. | | You model the way by acting ethically and in line with the policies and procedures of the agency and sector. | | You reinforce a culture of taking personal ownership for acting ethically and in line with the policies and procedures of the agency and sector. | |

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|  | Developing |  | Proficient |  | Mature |
| You value the good reputation of your team and the agency; and ensure your decisions, actions and interactions act to uphold it. | | You contribute to building and maintaining the good reputation of your team and the agency. | | You coordinate work activities in a manner that further improves the reputation of your team and the agency. | |

## 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 maintain consistency in your leadership approach and model inclusivity in your interactions. | | You acknowledge how your workstyle and behaviours impact others.  You modify your leadership approach as required to ensure everyone is included appropriately. | | You intuitively adapt your leadership approach to maximise outcomes for your team[[8]](#footnote-8)\*.  You demonstrate commitment to being inclusive in your leadership actions. | |
|  | Developing |  | Proficient |  | Mature |
| You understand your strengths and areas for development, and demonstrate self awareness with a focus on your growth. | | You demonstrate self awareness and intentionally promote its value.  You actively reflect on your approach, strengths and limitations.  You support your team members to embed similar practices. | | You demonstrate a heightened understanding of self.  You consider feedback and use this to improve your leadership.  You actively seek opportunities to trial new approaches and methods. | |
|  | Developing |  | Proficient |  | Mature |
| You actively seek learning opportunities to support your development and currency in your profession. | | You take responsibility for your own development journey.  You verify personal development plans and goals by seeking regular feedback. | | You drive your own development pathway, seeking mentors and coaches who stretch your current capabilities. | |
|  | Developing |  | Proficient |  | Mature |
| You seek feedback to learn, grow and improve. | | You seek feedback from your team and others, adjusting your behaviour accordingly. | | You seek feedback from a number of sources on areas for development and improvement, and act on this information. | |

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|  | Developing |  | Proficient |  | Mature |
| You provide timely and constructive feedback to team members. | | You provide timely and constructive feedback to team members, coach for improvement and monitor change. | | You embed both formal and informal feedback processes in your team.  You monitor for change across your team. | |
|  | Developing |  | Proficient |  | Mature |
| You are open to new experiences and different ideas and practices. | | You support and implement change initiatives in your team to meet your objectives. | | You use your technical expertise and/or leadership skills to lead change initiatives and model adaptive leadership practices. | |

## For lead adaptively, on balance you are:

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|  | Developing |  | Proficient |  | Mature |

Leading Others: 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)