



Including Leadership Expectations in my performance and development

Enhancing your performance through ongoing conversations, feedback and self-assessment is fundamental to your success.

This guide:

- supports [Building Leadership Impact](#) and the conditions for positive change: Clear expectations in context, Robust self reflection, Personal responsibility for growth and Productive feedback
- suggests ways to include Leadership Expectations in your performance and development process with your manager
- identifies learning opportunities to help your development
- includes guides, support and learning resources.

Why include Leadership Expectations?

Including Leadership Expectations into performance and development processes and conversations embeds leadership improvement as a key driver of performance. Leadership Expectations defines the expected behaviours and associated mindsets, along with examples of behaviours in action in all leadership contexts. These enable managers and individuals to objectively measure performance and clearly identify gaps.

In addition, the inclusion of Leadership Expectations:

- invites greater participation and empowers you to understand your leadership development journey
- can generate open and honest conversations on performance with your manager
- supports you to seek and act on developmental feedback
- enables you to strategically seek out on the job learning and development experiences as you know what is expected of you
- enables you to ready yourself to successfully and confidently transition to the next context if that is a personal goal.

Integrate Leadership Expectations into your performance and development

To be ready to incorporate Leadership Expectations into your performance and development process and conversations consider the following 2 steps:

1. Determine if your HR team has incorporated Leadership Expectations into your agency's performance management and development process and tools. Contact your HR team or your manager to find out more. They can also confirm the context applicable to your role.
2. Whether or not Leadership Expectations is incorporated in your agency's performance process, you are still able to measure your behaviours to enhance your development. [Measuring my expected behaviours](#) provides guidance on how to measure your expected behaviours and includes a [Behaviour self assessment](#) for your current context. This allows you to understand your mastery (developing, proficient or mature) against the expected behaviours and provides you with insights into your strengths and areas for development when having a performance and development conversation.

Your manager can also prepare by using the guide on [Measuring expected behaviours for my staff](#) and completing the [Behaviour assessment of staff](#) for your context. This allows your manager to measure the mastery (developing, proficient or mature) of the behaviours expected of you at your current context.

Advantages of both of you reviewing the expected behaviours before meeting to complete your performance and development plan include:

- providing both of you with space and time to think deeply about where you are adding value or getting derailed
- supporting an open and honest conversation
- avoiding defensive behaviour as both are properly prepared
- assisting to articulate real strength and identify behaviours that need to develop
- encouraging both of you to think about the part you play in fostering and supporting expected behaviours
- helping you to generate a positive and constructive conversation to focus on joint problem solving and accountability
- supporting you to think deeply about your own development needs and how you and your manager can improve or develop the expected behaviours.

Learning opportunities

Once you have completed your performance and development conversation, identify appropriate learning activities to address your development needs.

Work with your manager to consider formal and informal learning. Take the time to think about on the job learning such as:

- working on high profile or high priority projects
- taking part in professional growth such as presenting at workshops, seminars or conferences
- learning from colleagues in particular areas of interest.

Approach your HR and/or learning and development team for learning resources to support you.

In addition to the learning resources provided by your agency, the Commission has resources to support you to achieve master of the expected behaviours and associated mindsets of the 7 contexts.

[Learning and Development](#) provided by the Public Sector Commission includes:

Learning and Development Prospectus. The prospectus outlines exciting, unique and bespoke opportunities specifically created for the sector. There are tailored programs that deliver targeted leadership experiences for individuals at different contexts and a range of learning opportunities.

Development Maps. An array of learning and development has been curated to enhance leadership behaviours in all leadership contexts. Development Maps explore an abundance of topics from credible local and international resources, and support staff to put their learning into practice with reflection activities, quizzes and practical tools to build the expected behaviours.

Personal Leadership Suite. The suite comprises e-learning modules and workshops tailored to the Personal Leadership context to assist staff gain mastery in the expected behaviours.