



Including Leadership Expectations in staff performance and development

Managing and developing performance through ongoing conversations, feedback and self assessment is fundamental to a high performing and agile workforce.

This guide:

- supports [Building Leadership Impact](#) and the conditions for positive behaviour change: Clear Expectations in context, Productive feedback, and Opportunities for development and extension
- suggests ways to include [Leadership Expectations](#) in performance and development processes and conversations
- provides ideas on reviewing progress
- includes examples, guides and supporting resources.

Why include Leadership Expectations?

Including Leadership Expectations in 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 contexts for managers and individuals to objectively measure performance and clearly identify gaps.

In addition, the inclusion of Leadership Expectations:

- invites greater employee participation and empowers individuals to own their behaviours in the workplace
- can generate open and honest conversations about performance
- supports staff to seek and act on developmental feedback
- enables staff to strategically seek out on the job learning and development experiences
- ready themselves to successfully and confidently transition to the next context.

Integration into performance and development

Your HR team may have incorporated Leadership Expectations into your agency's performance management and development tools. If you do not have HR support, refer to [Applying Leadership Expectations to performance and development](#) that explains how to embed Leadership Expectations into an agency's performance and development process.

Measuring behaviours for performance and development

Measuring the behaviours of your staff against Leadership Expectations during the performance and development process:

- provides you with space and time to think deeply about your staff and where they are adding value or getting derailed
- helps you generate open and honest conversations with your staff
- assists you to articulate what are real strengths or what behaviours need to develop.
- encourages you to think about what part you play in fostering and supporting the behaviours of your staff.

[Measuring expected behaviours for my staff](#) provides guidance on how to measure staff members expected behaviours at their leadership context. Included is a [Behaviour assessment of staff](#) tool. If you choose to assess their behaviours, get each of your staff to individually complete the same process and undertake personal reflection. They can read [Measuring my expected behaviours](#) and then complete the [Behaviour self assessment](#).

This process:

- gives them space and time to reflect on their behaviours
- reduces the likelihood of defensiveness as they take the lead in reviewing their own behaviours which makes it easier to explore differences in your assessments
- helps to generate a more positive and constructive conversation between you which can focus on joint problem solving and accountability
- encourages them to think about their own development needs and how they can improve or develop the expected behaviours.

Review progress against measured behaviours

Regularly review the mastery of expected behaviours; annually is not sufficient. Set challenges and development goals aligned to the behaviours and discuss them in weekly or monthly one on one meetings. Positive behaviours should be reaffirmed regularly. Unconstructive behaviours can be hard to change so find small structured ways to create reflection and discussion.

For a greater depth of data and insight, you can use the **Leadership Expectations 360 degree feedback tool** that is available in your agency. Talk with your HR team about whether this tool is appropriate for your needs.

Learning resources for relevant development

Work with your staff to identify appropriate learning activities to address acknowledged needs and increase the focus on development. Your HR and/or learning and development team can help. In addition, the Commission has support for individuals.

[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.