# Measuring expected behaviours for my staff

Measuring behaviours acknowledges that the way people do their work and how others experience them are critical to the success of the individual, team and agency.

**This guide:**

- supports **Building Leadership Impact** and the condition for positive change: Understanding what "good" leadership looks like
- describes the importance of measuring behaviours
- explores where measurement of behaviours can be applied
- explains how to measure behaviours and gives further guidance on some applicable areas
- includes samples and supporting resources.

## Why measuring behaviour is important

A positive work culture often starts with people and teams displaying a common set of constructive workplace behaviours. When the impact of behaviours is acknowledged and can be identified by all team members, this creates a sense of shared accountability in a team for their behaviours and impact.

A behaviour:

- is the way a person acts or conducts themselves
- is observable and can be described
- impacts people and the environment.

When managers measure behaviours they can:

- identify which behaviours are important and discuss what they look like in action
- support their staff to acknowledge when a behaviour needs to shift to achieve different outcomes
- identify with staff constructive ways to change behaviours
- describe the impact of the observed behaviours on others, the team and work outcomes
- acknowledge constructive behaviours which encourages them to be repeated and become the norm
- address counterproductive behaviours early, restore positive team dynamics and maximise the potential for outcomes to be successful
- formalise personal accountability and provide the basis for intentional behaviour change and improved performance.

## Where measurement of expected behaviours can be applied

- **Performance agreements and reviews:** To assess the maturity of an individual's behaviour against the expected behaviours.
- **Development plans:** To identify where someone is doing well, where they could grow and areas that might be a gap or blind spot.
- **Attracting, recruiting and selecting:** To understand a candidate's potential to display the expected behaviours appropriate for the position's leadership context.
- **Team building activities:** To identify the diversity of strengths in a team and create a high performance culture.
- **Mentoring or coaching staff:** To help guide, master and shift behaviours using either the individual's current context or the context they aspire to transition to.
- **Project or task reviews**: To evaluate work completed and provide a clear understanding of the impact of the individual's behaviours (both productive and counterproductive) on the work, project team and stakeholders.

## How to measure behaviours

You can measuring the behaviours of each of your staff using the **Behaviour assessment of staff**. Your staff can measure their own behaviours using the **Behaviour self assessment**.

Measuring expected behaviours using the **Behaviour assessment of staff** provides you with concrete discussion points and feedback for each of your staff when completing performance agreements and reviews, development plans, mentoring, coaching and project or task reviews. You can measure their mastery (developing, proficient or mature) against the expected behaviours in their current context.

Using the **Behaviour assessment of staff**:
- gives you space and time to think deeply about each of 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 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).

Having your staff assess their own behaviours using the **Behaviour self assessment** help them understand their mastery (developing, proficient or mature) against the expected behaviours so they gain an insight to their strengths and areas for development. It also helps them determine if there is a disconnect in how their behaviours are perceived.

Using the **Behaviour self assessment**:
- gives your staff space and time to reflect on their behaviours
- allows your staff to take the lead in reviewing their own behaviours, making it easier to explore any differences in your assessments and reduce the likelihood of defensiveness
- helps generate a more positive and constructive conversation between you both which can focus on joint problem solving and accountability
- encourages your staff to think about their own development and how they can improve the expected behaviours.

For a greater depth of data and insight, you can use the Leadership Expectations 360 degree feedback tool. Your agency HR team has access to this tool so refer to them to discuss whether this is appropriate for your needs.

## Measuring behaviours for performance

Providing behaviour feedback on performance is critical to the success of the individual and agency. Formally, this is usually completed through a performance agreement and review process, however informal feedback is also just as important. Taking time to regularly review the mastery of expected behaviours ensures positive behaviours are affirmed which builds on performance improvement. Consider setting challenges aligned to the expected behaviours and discussing them in weekly or monthly one on one meetings.

Starting a conversation on behaviours can be difficult. A straightforward model for constructive, behaviour based feedback is the SBI model from the Centre for Creative Leadership:

- **S**ituation: Describes the specific situation in which the behaviour occurred.
- **B**ehaviour: Describes the actual observable behaviour, keeps to the facts and does not insert opinions or judgments.
- **I**mpact: Describes thinking or feeling about the behaviour and how the behaviour affected you/others/outcomes.

Using SBI supports clear and action oriented feedback on performance, reduces the anxiety of delivering feedback and is likely to reduce defensiveness.

For support on performance and development plans, review **Including Leadership Expectations in staff performance and development**.

## Measuring behaviours for development

Measuring behaviours identifies opportunities to do things differently and for staff to develop and grow. It also helps you to come to mutual understanding and agreement on which behaviours need to shift and why, identify the best development methods to achieve the required shift, and create a plan of action.

By jointly determining development objectives, your staff gain a clear understanding of what is expected and allows them to participate in the process. This joint agreement may foster better communication and increase motivation.

Supporting development and growth you include formal learning, coaching and stretch assignments.

Suggested questions to work through with your staff to determine development needs:

- What is the workplace behaviour that needs to shift and which behaviour in Leadership Expectations does it link to?
- What work outcomes might result from the behaviour change?
- What are the best development avenues and methods?
- How will any shift in behaviour be measured?
- When will we meet again to discuss this?
- If there is no change, what next?

Support your staff by:

- ensuring the development conversation process is transparent
- providing time and space for them to change
- providing tools, guidance and resources where applicable
- giving ongoing constructive feedback
- evaluating outcomes at the end of an agreed period
- documenting and communicating outcomes particularly if they are to be used in a performance agreement or review.

Your agency can provide learning resources, sessions and programs.

[**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.

## Measuring behaviours for attracting, recruiting and selecting

Measuring behaviours at the beginning of an employee lifecycle enables you to make good choices and set the scene appropriately for new staff. To measure behaviours as part of your recruitment process, refer to **Including leadership expectations when attracting, recruiting and selecting my new employees**. This guide has suggestions and tools for including and using Leadership Expectations in recruitment. There is a sample position description, narratives to include in job advertisements as well as interview and reference check questions.

## Measuring behaviours and team building activities

Behaviours build the culture of a team and agency. Including the expected behaviours in team activities can drive a positive work environment. The following is an example of how to use Leadership Expectations in a team building activity to identify and acknowledge the diversity of strengths in a team, and create individual and team commitment to constructive change.

Using **Leadership Expectations**, work with your team to:
- identify and agree on the contexts your team work in
- review the 7 expected behaviours for each context and identify as a team those that are contributing to the team's high performance and those that are not
- identify the behaviours in action that are being displayed and need to be enhanced; and agree on and describe how the team commits to consistently displaying these behaviours
- identify the behaviours in action that the team needs to work on, agree on these and describe how the team commits to improvement.

Once the commitments are agreed to, ask the team to describe how they will measure success and how they will know when they are a high performing team. Consider creating a team action plan.

To review the outcomes, success, and effects of this activity after time, reconvene and ask the team to measure themselves as a group by repeating steps 3 and 4 and identify progress.

Your actions as the manager set the tone for your team. By outlining the expected behaviours, measuring behaviours, giving and discussing feedback, identifying and undertaking appropriate development and reviewing progress, you create the right foundation for high performance and improvement.