

Comparative profiles

## A side by side comparison of 2 consecutive contexts.

This resource supports the process of mapping roles to contexts. Similar responsibilities and behaviours are positioned next to each other to highlight the increase in complexity and impact from one context to the next.

Examine the detail of each context in the comparative profiles to understand the distinctions between contexts and determine the appropriate context for the role.

## Comparative profiles

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# Personal Leadership and Leading Others

| **Personal Leadership** | **Leading Others** |
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| Individuals in this leadership context: | Individuals in this leadership context: |
| * perform work that is largely operational, often at the frontline, and in a defined area of responsibility | Follow one of 2 parallel pathways:   * **people leaders** focused on leading and managing people * **knowledge leaders** focus on leading and managing specialised knowledge and technical expertise. They do not have direct reports |
| * are accountable for completing work efficiently, effectively and delivering excellence | * are accountable for ensuring delivery on the range of projects and responsibilities within their remit |
| * are individual contributors but are also aware of how their role supports their team and agency in delivering strategic goals | * balance time between doing the work and coaching, guiding and developing others * prioritise the success of others over their own individual contribution |
| * use their knowledge, skills and abilities, drawing on supervision and help from others as needed to get the job done | * get the work done by enabling, supporting and influencing others * shift their thinking from ‘doing’ to supporting others to ‘do good work’ |
| * make decisions and use their discretion about how the work is done to deliver specific tasks that make a difference in the immediate to short term * take direction on prioritising their work and contribute to generating solutions. | * articulate how work is to be done, providing clear direction and feedback * consider present and future work needs when allocating time to teams and/or projects they lead. |
| No direct comparisons | **People leaders** also:   * spend more time managing others and less time completing technical and professional work themselves * see the success of their direct reports and their team as a priority * set the team climate.   **Knowledge leaders** also:   * spend more time training others, developing their own depth of knowledge and communicating to a broad range of stakeholders * deliver results through their personal expertise and ability to develop the required skills in those around them are seen as specialists in their domain of expertise. |

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| **Personal Leadership** | **Leading Others** |
| Individuals spend the majority of their time: | Individuals spend the majority of their time: |
| * being responsible for delivering tasks against plans for the present and near future | * planning the workload, setting priorities and monitoring the outcomes of their responsibilities, including their teams and projects |
| * managing priorities and time to ensure tasks are completed as required * identifying and raising concerns in a timely manner if problems emerge | * monitoring workflows and if problems emerge, redirecting efforts in a timely manner |
| * communicating with stakeholders and working with team members. | * communicating with all stakeholders and collaborating with peers |
| No direct comparisons | * deepening the knowledge, skills and experience associated with their domain of expertise and developing a strong network of expert peers |
| **People leaders** allocate time to communicate with direct reports and to see them in action. |

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| **Personal Leadership** | **Leading Others** |
| Individuals contribute to the work of others by: | Individuals contribute to the work of others by: |
| * creating the foundations of a consistent and reliable team by leading by example in their work standards and relationships with others * putting effort into motivating team members and building good relationships across the agency * sharing ideas, knowledge and skills with their peers and encouraging others to succeed. | * creating a respectful and supportive environment * building open and multidirectional lines of communication * being approachable and available to others * sharing their knowledge and skills. |

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| **Personal Leadership to Leading Others** | **Leading Others to Leading  Leaders** |
| Shifts that occur during transition to the next leadership context include: | Shifts that occur during transition to the next leadership context include: |
| * moving away from being an individual contributor and getting work done themselves to primarily achieving results through others * managing and prioritising their own time and tasks effectively while also providing leadership to others * training and developing the capability of others, perhaps with a particular interest in training colleagues in their own domain of expertise * becoming skilled at overcoming obstacles and engaging in planning for longer term goals of one year or more. | * focusing on longer term operational and organisational planning, typically 1-3 years * pursuing a number of different projects/resources simultaneously and ensure these remain aligned to agency goals * identifying trade offs between tasks and projects to maintain progress * acting with customers in mind when designing solutions * developing capability to communicate upwards, downwards and across. |

# Leading Others and Leading Leaders

| **Leading Others** | **Leading Leaders** |
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| Individuals in this leadership context: | Individuals in this leadership context: |
| * are accountable for ensuring delivery on the range of projects and responsibilities within their remit * execute the current business plan while planning for up to a year ahead | * contribute to the strategic intent of their business area * develop plans for the short and medium term * shift their thinking to include broad strategic knowledge of the work of the agency |
| * articulate how work is to be done, providing clear direction and feedback * get results with and through others by enabling, supporting and influencing them * balance time between doing the work and coaching, guiding and developing others | * embed good professional practice in their business area and achieve results through leading best practice * no longer act as individual contributors and shift their thinking from supporting others to do good work to influencing leaders in other business areas * add value by providing direction, developing and coaching their leaders to achieve operational objectives * focus on attracting and developing the next generation of leaders and experts to ensure agency sustainability |
| * consider present and future work needs when allocating time to teams and/or projects they lead | * make decisions about how services should be provided based on the resources at hand, making trade offs between current work and potential future work. |
| **People leaders** also:   * spend more time managing others and less time completing technical and professional work themselves * see the success of their direct reports and their team as a priority * set the team climate. | **People leaders** also:   * guide their leaders to decide how services can be undertaken by their teams to realise strategic goals * support their leaders to enable their teams to deliver excellence * align their leaders and teams with the strategic directions of the agency. |
| **Knowledge leaders** also:   * spend more time training others, developing their own depth of knowledge and communicating to a broad range of stakeholders * deliver results through their personal expertise and ability to develop the required skills in those around them * are seen as specialists in their domain of expertise. | **Knowledge leaders** also:   * display a significant depth of knowledge in their domain of expertise and a broad understanding of the work of the agency * are skilled in influencing without line management authority * are recognised as credible knowledge leaders in their domain of expertise. |

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| **Leading Others** | **Leading Leaders** |
| Individuals spend the majority of their time: | Individuals spend the majority of their time: |
| * planning the workload and monitoring the outcomes of their responsibilities including the teams and projects * monitoring workflows and if problems emerge, redirecting efforts in a timely manner | * making decisions about priorities of current work against future potential work |
| * communicating with all stakeholders and collaborating with peers | * communicating effectively with those in their business area and/or with a broad variety of stakeholders |
| * deepening the knowledge, skills and experience associated with their domain of expertise and developing a strong network of expert peers | * enhancing their domain of expertise and embedding good professional practice in their teams |
| * **People leaders** also allocate time to communicate with direct reports and to see them in action. | * coaching the next generation of leaders and experts. |

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| **Leading Others** | **Leading Leaders** |
| Individuals contribute to the work of others by: | Individuals contribute to the work of others by: |
| * sharing their knowledge and skills. * creating a respectful and supportive environment * being approachable and available to others * building open and multidirectional lines of communication. | * advancing the strategy of the agency through their own depth of knowledge as well as by developing the expertise and capability of those they influence * motivating and inspiring team members * setting a challenging yet achievable standard of excellence and offering necessary coaching to achieve it. |

| **Leading Others to Leading  Leaders** | **Leading Leaders to Multiple Area Leader** |
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| Shifts that occur during transition to the next leadership context: | Shifts that occur during transition to the next leadership context: |
| * focusing on longer term operational and organisational planning, typically 1-3 years * pursuing a number of different projects/resources simultaneously and ensure these remain aligned to agency goals * identifying trade offs between tasks and projects to maintain progress * acting with customers in mind when designing solutions * developing capability to communicate upwards, downwards and across. | * management of whole business areas, including:   + executing strategy across multiple business areas, adapting when necessary   + recruiting talent to meet the needs of each business area * maintaining operational excellence by coordinating the work of direct reports and the knowledge specialists they work with * translating longer term agency objectives into operational strategies for each business area. |

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| **Leading Others to Leading  Leaders** | **Leading Leaders to Multiple Area Leader** |
| People leadersfocus shifts to taking responsibility for a number of leaders. They move to:   * becoming skilled in selecting, developing and coaching the next generation of leaders and developing long term goals for a sustainable agency * applying core leadership and influencing skills * being held more accountable for results and the impact of work rather than the tasks themselves * problem solving that considers organisational, political and financial factors. | People leaders focus shifts to:   * keeping their leaders working together to deliver on time and on budget * designing solutions that are effective for multiple end users * mobilising people across the agency towards new solutions * applying a strategic mindset to their domain of responsibility * assuming responsibility for agency targets and goals. |
| Knowledge leadersfocus shifts to support strategy across a variety of work areas. They move to:   * contributing significantly to and/or leading the develop of their own domain of expertise * being recognised for their expertise in the agency * seeing how their contribution links to the success of the agency * considering organisational, political and financial matters rather than only the optimal technical solutions. | Knowledge leadersfocus shifts to:   * broadening their domain of expertise so they are seen as having knowledge that is both deep and broad * facilitating the interaction between specialists in the agency and their relationships with multiple stakeholders * influencing key agency priorities and strategy by providing insights for executive decision making * being recognised in the agency and their domain of expertise as having knowledge leadership that is national, and to some extent, global * contributing to building a competitive edge through knowledge leadership. |

# Leading Leaders and Multiple Area Leader

| **Leading Leaders** | **Multiple Area Leader** |
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| Individuals in this leadership context: | Individuals in this leadership context: |
| * no longer act as individual contributors and shift their thinking from supporting others to do good work to influencing leaders in other business areas * embed good professional practice in their business area and achieve results through leading best practice * develop plans for the short and medium term | * are responsible for multiple business areas or key priorities * oversee the implementation of operational strategy that delivers the agency’s long term strategy * shape the short and medium term direction of the business areas they lead or influence |
| * add value by providing direction, developing and coaching their leaders to achieve operational objectives * contribute to the strategic intent of their business area * shift their thinking to include broad strategic knowledge of the work of the agency | * contribute strategic value by determining the focus areas for delivery through a broader lens * understand that collaboration with other areas in the agency is critical to success and consider the priorities and perspectives of other business areas when making decisions |
| * make decisions about how services should be provided based on the resources at hand, making trade offs between current work and potential future work | * eliminate methods that are no longer effective and develop better approaches to achieve the longer term strategy * make decisions about complex problems when all the information may not exist and where there have been limited or no successes in the past * understand how their decisions influence the wider agency and community |
| * focus on attracting and developing the next generation of leaders and experts to ensure agency sustainability. | * determine the timing of future growth in their business areas, and demonstrate planned and considered positioning. |
| **People leaders** also:   * guide their leaders to decide how services can be undertaken by their teams to realise strategic goals * support their leaders to enable their teams to deliver excellence * align their leaders and teams with the strategic directions of the agency. | **People leaders** also:   * develop and shape the leadership capability across their business areas * delegate while taking personal responsibility for successes and shortcomings. |
| **Knowledge leaders** also:   * display a significant depth of knowledge in their domain of expertise and a broad understanding of the work of the agency * are skilled in influencing without line management authority * are recognised as credible knowledge leaders in their domain of expertise. | **Knowledge leaders** also:   * use the depth and breadth of their own technical expertise and that of their teams across the agency * develop whole of agency strategy and solve complex problems * achieve broad recognition in their domain of expertise. |

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| **Leading Leaders** | **Multiple Area Leader** |
| Individuals spend the majority of their time: | Individuals spend the majority of their time: |
| * making decisions about priorities of current work against future potential work | * resourcing, delegating and processing short, medium and long term operational goals and reviewing the impact of outcomes |
| * communicating effectively with those in their business area and/or with a broad variety of stakeholders | * networking at a strategic level, seeking out external inspiration, new initiatives and opportunities to innovate or collaborate with other areas and agencies |
| * enhancing their domain of expertise and embedding good professional practice in their teams | * embracing the new and unfamiliar and strategically developing their personal domain of expertise |
| * coaching the next generation of leaders and experts. | * listening and responding to people to build psychological safety and develop their leadership capability. |

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| **Leading Leaders** | **Multiple Area Leader** |
| Individuals contribute to the work of others by: | Individuals contribute to the work of others by: |
| * advancing the strategy of the agency through their own depth of knowledge as well as by developing the expertise and capability of those they influence * motivating and inspiring team members * setting a challenging yet achievable standard of excellence and offering necessary coaching to achieve it. | * sharing their high level of expert knowledge to solve complex problems and contribute to strategy * knowing how to use and share information gathered from their networks for the agency’s benefit * creating a safe space for others that inspires creativity and innovation and instilling trust by allowing autonomy and failure when trying something new. |

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| **Leading Leaders to Multiple Area Leader** | **Multiple Area Leader to Executive Leader** |
| Shifts that occur during transition to the next leadership context: | Shifts that occur during transition to the next leadership context: |
| * management of whole business areas, including:   + executing strategy across multiple business areas, adapting when necessary   + recruiting talent to meet the needs of each business area * maintaining operational excellence by coordinating the work of direct reports and the knowledge specialists they work with * translating longer term agency objectives into operational strategies for each business area. | * perspective shifts from improvement to strategic alignment and sustainability: from ‘can we do it better?’ to ‘should we do it?’ * being a decision maker in charge of integrating multiple business areas rather than just understanding them * taking complete ownership for their professional development * moving away from multiple business area capabilities to strategic business thinking * integrating strategic competence, collective competence (skills, mindset and experience and organisational competence (knowledge of culture, staffing, processes, power, job design and structure). |

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| **Leading Leaders to Multiple Area Leader** | **Multiple Area Leader to Executive Leader** |
| People leaders focus shifts to:   * keeping their leaders working together to deliver on time and on budget * applying a strategic mindset to their domain of responsibility * assuming responsibility for agency targets and goals. | There are no knowledge leaders in the Executive Leader context. Emphasis is now on leading and managing people as the span of accountability is broad, covering multiple business areas as well as the agency. |
| Knowledge leadersfocus shifts to:   * broadening their domain of expertise so they are seen as having deep and broad knowledge * facilitating the interaction between specialists in the agency and their relationships with multiple stakeholders * influencing key agency priorities and strategy by providing insights for executive decision making. |

# Multiple Area Leader and Executive Leader

| **Multiple Area Leader** | **Executive Leader** |
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| Individuals in this leadership context: | Individuals in this leadership context: |
| Follow one of 2 parallel pathways:   * **people leaders** focused on leading and managing people * **knowledge leaders** focused on leading and managing specialised knowledge and technical expertise. They do not have direct reports | There are no knowledge leaders in the Executive Leader context. Emphasis is now on leading and managing people as the span of accountability is broad, covering multiple business areas as well as the agency. |
| * are responsible for multiple business areas or key priorities * oversee the implementation of operational strategy that delivers the agency’s long term strategy * shape the short and medium term direction of the business areas they lead or influence | * balance both vertical and horizontal responsibilities in and across the agency, being accountable for the business areas they lead as well as for redefining and shaping the agency * shape large scale, complex initiatives while balancing the requirement to deliver both short and long term strategic goals |
| * contribute strategic value by determining the focus areas for delivery through a broader lens * understand that collaboration with other areas in the agency is critical to success and consider the priorities and perspectives of other business areas when making decisions | * contribute strategic leadership by:   + valuing all business areas equally and actively seeking feedback from leaders   + translating the agency’s strategy into operational objectives for their business areas   + allowing multiple area leaders the autonomy to lead while taking personal responsibility for shaping the agency’s brand and reputation |
| * determine the timing of future growth in their business areas, and demonstrate planned and considered positioning. | * determine the internal and external services the agency provides * demonstrate considered and purposeful positioning of what they lead along with the timing for future growth * attract, select and develop competent leaders. |
| People leaders also:   * develop and shape the leadership capability across their business areas * delegate while taking personal responsibility for successes and shortcomings. | There are no knowledge leaders in the Executive Leader context. |
| Knowledge leaders also:   * use the depth and breadth of their own technical expertise and that of their teams across the agency * develop whole of agency strategy and solve complex problems * achieve broad recognition in their domain of expertise. |

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| **Multiple Area Leader** | **Executive Leader** |
| Individuals spend the majority of their time: | Individuals spend the majority of their time: |
| * resourcing, delegating and processing short, medium and long term operational goals and reviewing the impact of outcomes | * thinking longer term – 5 to 10 years * deliberately setting aside time to reflect on key processes as well as on the conflict between short and long term goals |
| * networking at a strategic level, seeking out external inspiration, new initiatives and opportunities to innovate or collaborate with other areas and agencies | * meeting with other senior agency leaders as well as direct reports for successful planning |
| * embracing the new and unfamiliar and strategically developing their personal domain of expertise. | * consciously taking time out from ‘doing’ to reflect on and analyse their approach. |

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| **Multiple Area Leader** | **Executive Leader** |
| Individuals contribute to the work of others by: | Individuals contribute to the work of others by: |
| * sharing their high level of expert knowledge to solve complex problems and contribute to strategy | * helping to establish a high functioning organisational system by developing synergies across their business areas * keeping their teams aligned and focused, monitoring business strategy and ensuring a fair distribution of resources across their business areas |
| * knowing how to use and share information gathered from their networks for the agency’s benefit | * creating and articulating clear connections between the skills of the workforce and the strategic directions of the agency |
| * creating a safe space for others that inspires creativity and innovation and instilling trust by allowing autonomy and failure when trying something new. | * valuing and attending to the cultural matters of the agency, and putting effort into defining what they and their business areas stand for. |

| **Multiple Area Leader to Executive Leader** | **Executive Leader to**  **Agency Leader** |
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| Shifts that occur during transition to the next leadership context: | Shifts that occur during transition to the next leadership context: |
| * perspective shifts from improvement to strategic alignment and sustainability: from ‘can we do it better?’ to ‘should we do it?’ * being a decision maker in charge of integrating multiple business areas rather than just understanding them * taking complete ownership for their professional development | * focus is on the leader seeing themselves as an executive with responsibility for factoring in the complexity of running a number of business areas * becoming skilled at succeeding by indirect means through the development of other business leaders and connecting the agency to the broader sector |
| * moving away from multiple business area capabilities to strategic business thinking * integrating strategic competence, collective competence (skills, mindset and experience and organisational competence (knowledge of culture, staffing, processes, power, job design and structure). | * becoming skilled at evaluating strategy for capital allocation and deployment purposes * developing leaders at the executive leader context and measuring capability * building and managing internal and external high stakes relationships * creating a long term portfolio strategy, making trade offs between quarter by quarter performance and long term strategy * letting go of individual services and customers, and focusing on the whole * shifting from valuing the success of their own agency to valuing the success of all agencies * understanding, accepting and supporting different business models across agencies. |

# Executive Leader and Agency Leader

| **Executive Leader** | **Agency Leader** |
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| Individuals in this leadership context: | Individuals in this leadership context: |
| * balance the need to deliver short and medium term operational requirements with the agency’s long term, strategic goals * manage operational excellence while redefining and shaping their business areas and agency * translate the agency’s strategy into operational objectives for their business areas | * create the strategic direction of their agency or several business areas in the agency * shape the agency by adopting a broad long term perspective, formulating what could be and how to get there * inspire, empower and influence to gain results that benefit the agency, sector and community they serve * make business decisions in the interests of the agency and the wider sector |
| * demonstrate considered and purposeful positioning of what they lead along with the timing for future growth | * read social, political, economic and technological contexts to position the agency for success and guarantee sustainability * monitor trends to understand the local, regional, national and global contexts of the agency, recognising that task boundaries should be considered beyond just state parameters * work with and across community, industry and government; and network with key people across a variety of fields to understand issues and trends that may impact the agency |
| * attract, select and develop competent leaders | * identify, develop and coach current and future senior leaders; valuing and prioritising their success; and inspiring the performance of the agency |
| * analyse their approach, considering key processes as well as the conflict between short and longer term goals | * apply strong business acumen; evaluating strategy for capital allocation; analysing business metrics to prioritise strategies with the greatest probability for success; and identifying business needs and sourcing the capabilities to address them |
| No direct comparisons | * face decisions and problems which have greater impact, risk and increasing uncertainty than those in preceding contexts, embracing the weight of this and working comfortably with the unknown. |
| The size and complexity of the agency determines whether one or several leaders in the agency operate in agency leader context. Some second tier leaders who have delegated end of line authority for aspects of the agency’s work and directly liaise with high level influential stakeholders such as minsters and boards operate in the Agency leader context. |

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| **Executive Leader** | **Agency Leader** |
| Individuals spend the majority of their time: | Individuals spend the majority of their time: |
| * thinking longer term – 5 to 10 years | * being responsible for the development and sustainability of the agency’s human and business capital |
| * consciously taking time out from ‘doing’ to reflect on and analyse their approach * deliberately setting aside time to reflect on key processes as well as on the conflict between short and long term goals | * allowing space for thinking, reflecting, learning, analysing trends and strategising |
| * meeting with other senior agency leaders as well as direct reports for successful planning. | * networking with and meeting key people across a variety of fields and industry that may enable them to better identify and understand trends. |

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| **Executive Leader** | **Agency Leader** |
| Individuals contribute to the work of others by: | Individuals contribute to the work of others by: |
| * helping to establish a high functioning organisational system by developing synergies across their business areas * keeping their teams aligned and focused, monitoring business strategy and ensuring a fair distribution of resources across their business areas * creating and articulating clear connections between the skills of the workforce and the strategic directions of the agency * valuing and attending to the cultural matters of the agency, and putting effort into defining what they and their business areas stand for. | * inspiring and supporting performance in the agency * identifying potential opportunities for the agency and maintaining strong networks * removing obstacles and challenges, and creating an environment that supports success. |

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| **Executive Leader to**  **Agency Leader** | **Agency Leader to**  **Statewide Leader** |
| Shifts that occur during transition to the next leadership context: | Shifts that occur during transition to the next leadership context: |
| * focusing on seeing themselves as an executive with responsibility for factoring in the complexity of running a number of business areas * becoming skilled at succeeding by indirect means through the development of other business leaders and connecting the agency to the broader sector * becoming skilled at evaluating strategy for capital allocation and deployment purposes * developing leaders at the executive leader context and measuring capability * building and managing internal and external high stakes relationships * creating a long term portfolio strategy, making trade offs between quarter by quarter performance and long term strategy * letting go of individual services and customers, and focusing on the whole. | * shifting their mindset from a single agency focus to a sector wide focus, evaluating and balancing sector needs with individual agency needs * facilitating long term organisational effectiveness by building agencies to deliver longer term strategy * moving away from high level strategic thinking to long term visionary thinking and execution. |

# Agency Leader and Statewide Leader

The most significant distinction between Agency Leaders and Statewide Leaders is that Statewide Leaders are responsible for**shaping policy at the whole of state and public sector levels to drive long term sustainable service delivery and create public value.**

In contrast, Agency Leaders are responsible for shaping and**delivering agency corporate strategy and governance that deliver key government services.**

There are 4 central agencies that have responsibility for shaping the public sector:

* Department of Finance
* Department of the Premier and Cabinet
* Department of Treasury
* Public Sector Commission

**Only these 4 agencies will have roles in the Statewide Leader context.**

| **Agency Leader** | **Statewide Leader** |
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| Individuals in this leadership context: | Individuals in this leadership context: |
| * are responsible for shaping and delivering agency corporate strategy and governance that deliver key government services | * are responsible for shaping policy at whole of state and sector levels to drive long term sustainable service delivery and create public value |
| * create the strategic direction of their agency or several business areas in the agency | * focus on shaping the future direction of the entire sector and are responsible for building the capability of all agencies to create long term value for the sector |
| * shape the agency by adopting a broad long term perspective, formulating what could be and how to get there | * shape the sector through long term thinking, envisioning the future and formulating what could be and how to get there |
| * make business decisions in the interests of the agency and the wider sector | * demonstrate sound people judgement and make business decisions to benefit the agency, its people and the wider community across a large scale system |
| * face decisions and problems which have greater impact, risk and increasing uncertainty than those in preceding contexts * embrace the weight of these decisions and problems and work comfortably with the unknown. | * value appropriate risk taking, deep thinking and complexity * display the emotional courage necessary to make difficult decisions. |
| No direct comparisons | As well as displaying all the **Agency Leader** context behaviours, **Statewide Leaders** are visionary thinkers who identify opportunities, set the agency direction and proactively manage multiple external constituencies |

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| **Agency Leader** | **Statewide Leader** |
| Individuals spend the majority of their time: | Individuals spend the majority of their time: |
| * being responsible for the development and sustainability of the agency’s human and business capital | * leading and driving sector wide solutions generation * building a team of high achieving senior leaders and continuously developing their capabilities |
| * allowing space for thinking, reflecting, learning, analysing trends and strategizing | * forecasting the future needs of the community and strategising the agency’s future direction * scanning internal and external environments, and revising current strategies and priorities accordingly |
| * networking with and meeting key people across a variety of fields and industry that may enable them to better identify and understand trends. | * building relationships with other statewide leaders and agency leaders; local, national and international peers; and leaders of industry. |

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| **Agency Leader** | **Statewide Leader** |
| Individuals contribute to the work of others by: | Individuals contribute to the work of others by: |
| * inspiring and supporting performance in the agency * identifying potential opportunities for the agency and maintaining strong networks * removing obstacles and challenges, and creating an environment that supports success. | * delivering consistent, predictable, top and bottom line results; and setting the agency direction in a broad, global context * providing the agency with a sense of purpose and clear roadmap * sharing their vision with a broad range of people on a regular basis, motivating them and capturing their interests * exposing their leaders to new experiences to build their confidence and capabilities * effectively managing relationships both internally and externally, and identifying new business opportunities where others have not. |