



Applying Leadership Expectations to performance and development

Managing and developing performance through ongoing conversations, feedback and self assessment are 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
- includes ways to integrate Leadership Expectations in your agency's performance and development process and tools
- provides avenues for staff to access relevant learning activities
- includes examples, guides and supporting resources.

Why include Leadership Expectations?

Integrating [Leadership Expectations](#) into your agency's performance and development approach drives leadership improvement and provides the basis for staff to:

- objectively talk about performance and expected behaviours
- seek and act on developmental feedback from their managers and others
- proactively focus on development
- understand and master the expected behaviours
- intentionally 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

The first step is to incorporate the expected behaviours into existing performance management and development process and tools. Typically these are performance and development plans, processes for reviewing performance, and identifying learning and development needs.

To help with adapting your plans, the [Example components of a performance and development plan](#) describes the components that are usually in a plan and outlines options on where and how Leadership Expectations can be incorporated. To support performance and development processes and conversations there are behaviour assessments for both individuals and managers. These assessments enable reflection and support constructive discussions about performance and behaviours.

The guides and tools supporting performance and development processes and conversations:

- [Measuring my expected behaviours](#): Guidance on how staff measure themselves against the behaviours expected at each context.
- [Behaviour self assessment](#): Assessments to enable staff to measure their mastery against the expected behaviours, providing insights into their strengths and development areas to inform reflection and discussion in performance and development processes and conversations.
- [Measuring expected behaviours for my staff](#): Guidance on how to measure staff against the expected behaviours in each context.
- [Behaviour assessment of staff](#): Assessments to help managers to assess their staff's mastery of the expected behaviours, providing evidence and a basis for concrete feedback for performance and development processes and conversations.

Supporting staff to transition

To support staff to transition to a new context refer the manager to the guidance [Supporting my staff to transition to the next context](#) and the individual to the guidance [Transitioning to the next context](#). These guides include a [Transition shifts, challenges and support matrix](#).

Navigating staff to learning activities

Once Leadership Expectations is integrated into your agency's performance and development process and tools, the next step is to navigate staff to appropriate learning activities.

The agency's HR or learning and development team can assist with this. They can also reach out to colleagues across the sector such as agency networks and communities of practice, and the Strategic Leadership and Talent team at the Commission for ideas and support.

In addition to the learning resources provided by your agency, the Commission has support for individuals to achieve mastery in each leadership context.

[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.