Implementing Leadership Expectations

This guide

- supports those leading implementation of Leadership Expectations in their agency
- describes the impact of Leadership Expectations
- outlines roles and responsibilities for implementing Leadership Expectations
- identifies different approaches to implementation with links to guides and resources
- suggests activities to support implementation
- provides change management templates to support implementation.

Building Leadership Impact sets the conditions to create the environment needed for positive behaviour change in agencies and across the public sector. **Leadership Expectations** is the basis for agencies to create the foundation condition of developing clear expectations in context.

Leadership Expectations is specifically for the public sector to build leadership impact. It is about understanding what "good" leadership looks like, how we show up and how we approach our work. Describing the mindsets and expected behaviours for every leadership context supports all staff to be successful and for agencies to be high performing.
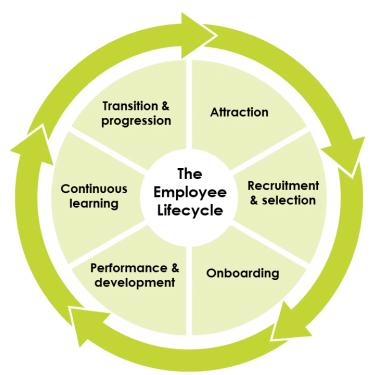
Impact of Leadership Expectations

Leadership Expectations applies to everyone in the public sector and all points of the employee lifecycle.

Agencies, managers and staff can use Leadership Expectations to support a range of people practices including reflection and self assessment, recruitment and selection, performance conversations, feedback, development and progression. Implementing Leadership Expectations at all employee lifecycle touchpoints can help agencies to create positive leadership change

Employee lifecycle touchpoints

The employee lifecycle can be used as a framework to apply Leadership Expectations in your agency.

Attraction: We need to attract the best to our sector with clear expectations from the outset. These expectations promote our public sector brand and our agencies as employers of choice by highlighting the leadership culture we are creating.

Recruitment and selection: Leadership Expectations can be used in position descriptions, job advertisements, interviews and reference checks. At this touchpoint, it helps to get the right people into the public sector to shape our future workforce.

Onboarding: Including Leadership Expectations in agency onboarding provides new staff with clarity on expected behaviours and how these relate to their role and context. Implementing at this touchpoint supports consistent messaging across an agency.

Performance and development: Integrating Leadership Expectations into staff performance and development drives improvement and provides the basis for managers and staff to objectively talk about performance and proactively focus on development.

Continuous learning: Leadership Expectations has examples of what "good" leadership looks like at 3 levels of mastery. Individuals can use these to identify deliberate, incremental and positive changes to improve their leadership. Similarly, managers can use these to identify areas for individual and team development. For agencies, Leadership Expectations articulates the learning outcomes to shape the design of development activities and programs.

Transition and progression: Leadership Expectations describes the shifts required to successfully meet the challenges of the next leadership context. It can be used to help an individual identify where they need to stretch to be successful in other contexts.

Roles and responsibilities

To support successful implementation of Leadership Expectations, all staff have a role to play in leading and supporting its application. Implementing Leadership Expectations impacts people and processes which is why change management is a key part of any rollout.

To maximise success, roles and responsibilities need to be clear, transparent and communicated. Below is an outline of the possible responsibilities for implementing Leadership Expectations.

Role	Responsibility
Director General or Chief Executive Officer	• Understand the importance of Building Leadership Impact and the role Leadership Expectations plays in creating this for the agency. • Lead and champion change across the agency and sector. • Role model the expected behaviours and mindsets. • Provide the Executive Sponsor with direction for implementation and approve the implementation plan. • Commit to the implementation plan and communicate its importance to all staff across the agency. • Remove obstacles to drive successful implementation. • Use communication opportunities to provide feedback and updates on success. • Lead by example and ensure the executive team are on board.
Executive Sponsor	• Support your Chief Executive Officer to set the 6 conditions in your agency to create a strong leadership environment • Ensure there is a clear strategy and approach for implementing Building Leadership Impact and Leadership Expectations in the agency • Drive and champion the approach and associated change across the agency • Act as an anchor between corporate executive and the implementation team • Negotiate the selection of a Senior Project Lead and implementation team in your agency. • Communicate with the Public Sector Commission on progress.
Senior project lead (potentially a senior member of your team with change management experience.	• Drive the project by effective leadership and project management • Become subject matter experts in Leadership Expectations and how it is the foundation to Building Leadership Impact • Develop the implementation project plan and supporting change management practices • Communicate effectively up, down and sideways to keep things progressing and ensuring momentum. • Support the selection of an implementation team. • Role model the expected behaviours and mindsets. • Be available to colleagues and staff, providing support and instilling confidence in the change process. • Remove obstacles to enable successful implementation. • Use key communication opportunities to provide feedback and updates on implementation progress and success to staff. • Empower the implementation team to help drive the change. • Take accountability for successfully implementing Leadership Expectations and achieving change • Attend workshops and information sessions run by the Public Sector Commission and actively participate.

Implementation team	• Be a subject matter expert on Leadership Expectations and its role as the foundation to Building Leadership Impact. • Review and keep updated on Leadership Expectations, using the guidance and supporting resources. • Attend implementation workshops with fellow practitioners in the sector and actively participate. • Be early adopters of Leadership Expectations, demonstrating a genuine enthusiasm for change. • Role model the expected behaviours and mindsets. • Practice clear, consistent and transparent communication to build trust with staff and contribute to a positive agency culture. • Connect others to a clear project purpose and define what success looks like. • Coach managers to understand how they can implement Leadership Expectations in their practices and lead my example. • Use every communication opportunity to provide feedback and updates on implementation progress and success to relevant stakeholders.
Managers	• Ensure a clear understanding of Leadership Expectations. • Attend information and upskilling sessions. • Be an early adopter of change. • Role model the expected behaviours and mindsets. • Remove obstacles to successful implementation across your teams. • Use the Leadership Expectations guidance and resources to build confidence to lead staff through the change. • Coach team members through the change and respond promptly to questions and concerns. • Encourage and empower team members to take part in implementation activities including opportunities to learn new skills. • Contribute to the implementation plan by completing necessary activities as requested and providing feedback where appropriate.
Individuals	• Ensure a clear understanding of Leadership Expectations. • Recognise their role as public sector leaders and, in doing so, appreciate the value that Leadership Expectations can contribute to the team, agency, sector and themselves. • Demonstrate personal leadership, reflecting on and managing their personal response to change. • Participate positively in new processes and ways of working. • Be an influencer, supporting others to see the connection between their role, the work of the agency and the reason for the change. • Take personal responsibility for their growth and development and encourage colleagues to do the same. • Role model the expected behaviours and mindsets.

Approaches to implementation

While it is best to implement Leadership Expectations at all employee lifecycle touchpoints, each agency needs to consider how it wants to bring Leadership Expectations into its work based on its business priorities, resources, workforce maturity and culture. Here are some options.

Comprehensive implementation: This embeds Leadership Expectations in all touchpoints of the employee lifecycle for all staff at the same time. This approach is all inclusive and intensive. Changes happen faster and staff see the changes required in their entirety.

Implementation by employee lifecycle: This focuses on one touchpoint of the employee lifecycle at one time for all staff. It can be helpful for managing business priorities. For example, if an agency is experiencing an increase in recruitment, the best place to begin implementation is at the attraction, recruitment and selection and onboarding touchpoint.

Alternatively, consider breaking the employee lifecycle into manageable project phases where the touchpoints share interdependencies. Project phases could take place in the order that best meets agency priorities.

For example:
Phase 1. Attraction, recruitment, selection and onboarding
Phase 2. Performance and development
Phase 3. Continuous learning and Transition and progression

Implementation by leadership context: This embeds Leadership Expectations in all points of the employee lifecycle for all roles in one leadership context. Leadership Expectations is included in the Delivery and Performance Agreement for Directors General which creates a strong foundation for cascading implementation to the next context. Depending on the agency's size and number of roles in a context, implementation could also occur simultaneously for multiple contexts.

Implementation by work area: This has Leadership Expectations implemented at all points of the employee lifecycle in one work area at a time. This approach would include all leadership contexts and provide in depth experience to refine the approach before moving to the next work area.

Guides and resources for implementation

Guidance is provided for **agencies**, **managers** and **individuals** to support implementation. The snapshot below shows how supporting guides are linked to the touchpoints of the employee lifecycle.

Guides and resources for agencies:

Employee lifecycle touchpoint	Guidance for agencies
Attraction, recruitment and selection	Applying Leadership Expectations in attracting, recruiting and selecting new employees
Onboarding	Linking Leadership Expectations to onboarding
Performance and development	Applying Leadership Expectations in performance and development
Continuous learning	Designing leadership development programs linked to Leadership Expectations Learning and Development Prospectus Development Maps Personal Leadership suite
Transition and progression	Transition shifts, challenges and support matrix

Guides and resources for managers and staff:

Employee lifecycle touchpoint	Guidance for managers	Guidance for individuals
Recruitment and selection	Applying Leadership Expectations in attracting, recruiting and selecting new employees	
Onboarding	Including Leadership Expectations when onboarding new staff	
Performance and development	Measuring expected behaviours for my staff Including Leadership Expectations in staff performance and development	Taking responsibility for my development and growth Measuring my expected behaviours Including Leadership Expectations in my performance and development
Continuous learning	Including Leadership Expectations in staff performance and development Learning and Development Prospectus Development Maps Personal Leadership Suite	Including Leadership Expectations in my performance and development Learning and Development Prospectus Development Maps Personal Leadership Suite
Transition and progression	Supporting my staff to transition to the next context	Transitioning to the next context

Implementation activities to support the change

Embedding Leadership Expectations into your 'people' practices can be the easy bit; managing the impact of these changes on people is the challenge. Including change management practices when implementing Leadership Expectations means staff are more likely to support the initiatives while remaining engaged in their work.

Below are **suggested activities for the implementation team** to consider along with change management resources to help drive and embed implementation of Leadership Expectations.

Activity	Purpose	Change management resources	Additional support
Develop an implementation plan including a change management approach Detail what change activities need to take place to ensure success.	To treat the project as a change initiative and ensure both people & processes are thought about in implementation.	**Strategic change canvas template** **Stakeholder empathy map template** **Stakeholder needs analysis template** **Key change activities template**	MS Teams Group is available – Leadership Expectations – Support and Guidance PSC Leadership and Talent team on 6552 8766 or leadership@psc.wa.gov.au
Develop a communication plan Describe activities, documents, emails, intranet articles and other tools to inform and support socialisation and implementation of Leadership Expectations.	To support all staff and groups to understand the impact on the people and business. To ensure staff are clear about the changes and what they mean for them. To help staff navigate concerns and questions.	**Stakeholder empathy map template** gives an understanding of how different stakeholder groups may react to the changes being made and informs the communication plan.	**Leadership Expectations messaging** **Leadership Expectations introduction video**
Map roles to contexts Mapping a role to a context will provide an understanding of the expected behaviours and associated mindsets relevant to that role. This then informs your agency's recruitment and selection practices, onboarding new staff, performance and development conversations, staff development and training priorities and will support	To identify the context relevant to each job role in your agency and ensure people understand what their context is.		**Mapping your agency's roles to the contexts** **Context Identifier**

Activity	Purpose	Change management resources	Additional support
individuals as they transition to lead in new contexts.			
Inform and train HR/L&D/OD staff on changes to their work areas Consider who is involved at all points of the employee lifecycle (attraction, recruitment and selection, HR systems, developing and delivering learning, and workforce and succession planning). Consider multiple avenues such as workshops (virtual and face to face), confirmation emails on the changes and Q&As tailored to work areas.	Sets the HR, L&D or OD team up for success and enables them to help roll out changes alongside the implementation team. If this group does not understand the impact and changes of the implementation, the process can lose credibility and momentum.		Public Sector Commission workshops Guides and supporting resources for **agencies**, **managers** and **individuals.** MS Teams Group is available – Leadership Expectations – Support and Guidance PSC Leadership and Talent team on 6552 8766 or leadership@psc.wa.gov.au **Leadership Expectations introduction video**
Explore how the agency makes Development Maps available to staff Consider who in the HR/L&D/OD team takes responsibility for Development Maps.	To use development already curated for Leadership Expectations and each context. To enable staff to feel supported and developed from the get-go.		To access SCORM folders, information and updates on Development Maps join the MS Teams group – Leadership Expectations – Support and Guidance
Explore how the agency delivers the Personal Leadership Suite Consider who in the HR/L&D/OD team takes responsibility for rolling out the Personal Leadership Suite.	To use development already designed for Leadership Expectations at the Personal Leadership context. To assist staff to gain mastery of the expected behaviours, understand the power of an intentional mindset and how to create positive habits.		Attend Public Sector Commission train the trainer sessions to upskill HR/L&D/OD to run the sessions in-house. Include the 2 e-learning modules in the agency LMS. Incorporate the suite into the onboarding process. Refer to the **Learning and Development Prospectus** for more information.

Activity	Purpose	Change management resources	Additional support
Inform and train managers on changes to their work areas Consider points of the employee lifecycle that impact managers and how they interact with their staff. Consider multiple avenues such as workshops (virtual and face to face), confirmation emails on the changes and Q&As tailored to work areas.	To prepare managers for changes related to attraction, recruitment and selection; onboarding new staff; performance and development; continuous learning; and preparing staff for transition to the next context.		Refer to all guides and supporting resources.