



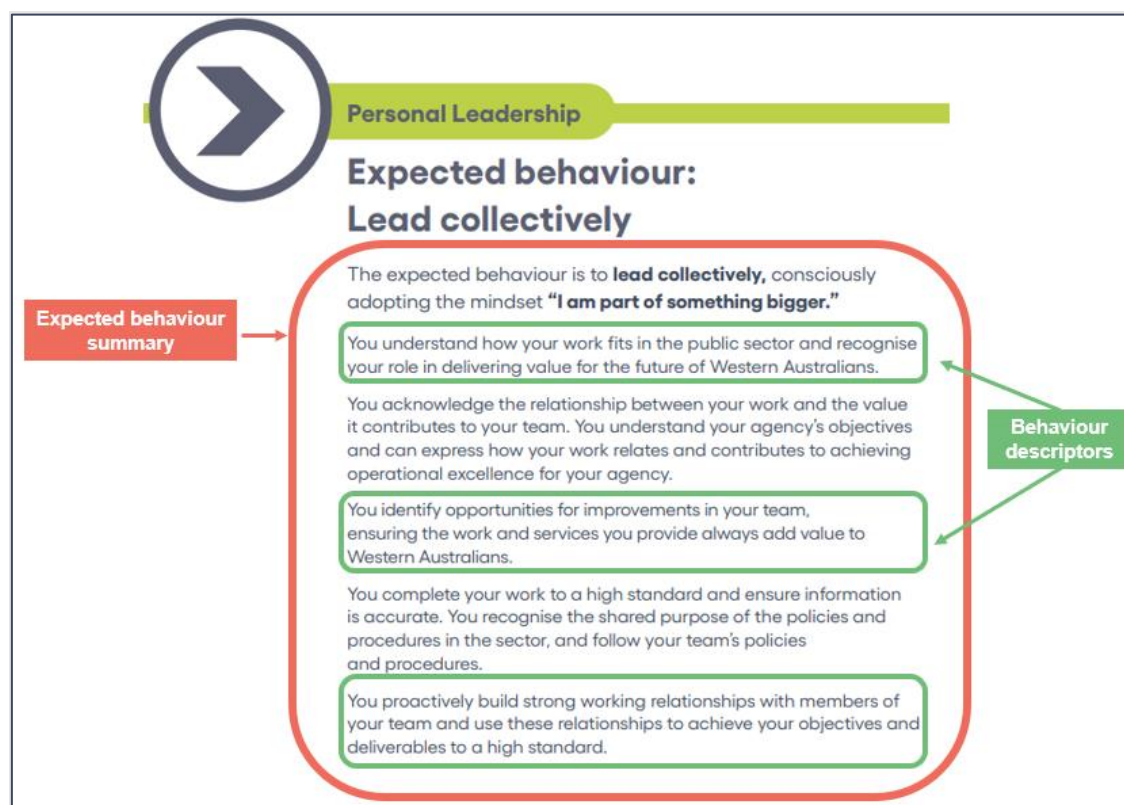
## Expected behaviour descriptors

A list of the expected behaviour descriptors for each leadership context.

[Leadership Expectations](#) provides an understanding of what is required for each expected behaviour at each context through expected behaviour summaries.

Expected behaviour descriptors are elements of the summaries and can be used as selection criteria.

This resource supports the process of including Leadership Expectations in job descriptions.





## Leadership contexts

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## Context: Personal Leadership

Personal Leadership	
Expected behaviour	Behaviour descriptors
<b>Lead collectively</b>	<ul style="list-style-type: none"> <li>You understand how your work fits in the public sector and recognise your role in delivering value for the future of Western Australians.</li> <li>You acknowledge the relationship between your work and the value it contributes to your team.</li> <li>You understand your agency's objectives and can express how your work relates and contributes to achieving operational excellence for your agency.</li> <li>You identify opportunities for improvements in your team, ensuring the work and services you provide always add value to Western Australians.</li> <li>You complete your work to a high standard and ensure information is accurate.</li> <li>You recognise the shared purpose of the policies and procedures in the sector, and follow your team's policies and procedures.</li> <li>You proactively build strong working relationships with members of your team and use these relationships to achieve your objectives and deliverables to a high standard.</li> </ul>
<b>Think through complexity</b>	<ul style="list-style-type: none"> <li>You think critically and strategically to solve problems and enhance effectiveness.</li> <li>You think through complexity by following set procedures and applying your knowledge, skills and experience to identify problems as they arise.</li> <li>You use information and analysis to initiate problem resolution and seek guidance as necessary.</li> <li>You understand and respect the need for compliance to minimise risk in your team.</li> <li>You approach problems with systematic thinking and seek alternative options before implementing solutions.</li> <li>You know where to find relevant information and use a common sense approach to research and analyse, and then make evidence based recommendations.</li> <li>You are solutions focused and seek guidance to explore the likelihood of your intended outcome.</li> <li>You are accountable and take responsibility for your decisions and actions.</li> </ul>

<b>Personal Leadership</b>	
<b>Expected behaviour</b>	<b>Behaviour descriptors</b>
<b>Dynamically sense the environment</b>	<ul style="list-style-type: none"> <li>• You listen to and understand the needs of others in your work environment.</li> <li>• You recognise changes that affect your ability to deliver your work.</li> <li>• You adjust priorities and pace with guidance when necessary to ensure you contribute to delivering value for your team.</li> <li>• You seek to understand expectations and problems by listening actively and asking clarifying questions.</li> <li>• You engage in your work environment with a positive and open mind, acknowledging that your approach may not be the only effective approach.</li> <li>• You seek to understand issues and problems before reacting and discuss them thoughtfully with your team.</li> <li>• You communicate clearly, presenting relevant technical and professional information without jargon.</li> <li>• You adapt your communications style and language depending on your target audience, negotiating confidently and respectfully.</li> </ul>
<b>Deliver on high leverage areas</b>	<ul style="list-style-type: none"> <li>• You pursue with tenacity the high leverage priorities that are essential to your work and agency.</li> <li>• You identify the tasks and priorities of your work that are in line with the priorities of your team.</li> <li>• You reschedule and reprioritise your work on a daily basis with guidance if necessary to reflect changes in your team environment.</li> <li>• Under the supervision of your manager, you work to meet specified timelines and priorities, completing your work to a high standard.</li> <li>• You respond openly to directed changes.</li> <li>• You explore new methods and approaches to your work.</li> <li>• You proactively share your learnings with your team, contributing to the effectiveness of work practices.</li> <li>• You take responsibility for managing your work to achieve results, keeping others informed of your progress.</li> <li>• You persevere with your work tasks, displaying tenacity to see tasks through to completion.</li> <li>• You display personal resilience to overcome obstacles and challenges, seeking support from your manager when necessary.</li> </ul>

<b>Personal Leadership</b>	
<b>Expected behaviour</b>	<b>Behaviour descriptors</b>
<b>Build capability</b>	<ul style="list-style-type: none"> <li>• You actively contribute to the development of your team’s capability, ensuring you support your team members.</li> <li>• You provide technical and professional support to your peers, making time to mentor others in your team.</li> <li>• You engage in processes and activities that grow the team’s capability and effectiveness.</li> <li>• You are approachable and receptive to all members of your team.</li> <li>• You acknowledge the value of diversity in your team, and support the promotion of diversity and inclusion in the sector.</li> <li>• You recognise your role in and contribution to creating a healthy culture in your team environment.</li> </ul>
<b>Embody the spirit of public service</b>	<ul style="list-style-type: none"> <li>• You display and embody the spirit of public service in all your decision making, interactions and professional activities.</li> <li>• You show empathy and compassion, integrity and humility.</li> <li>• You are excellence oriented and deliver results for your team.</li> <li>• You promote and show respect for the sector in completing your tasks and recognise that your interactions and service delivery have a direct impact on the reputation of the sector.</li> <li>• You complete your work practices in accordance with the policies and procedures of your work area, seeking clarification and guidance as necessary.</li> <li>• You role model respect for the spirit of service, and encourage and support your peers to consistently behave in line with the ethics of the sector.</li> </ul>
<b>Lead adaptively</b>	<ul style="list-style-type: none"> <li>• You are continually learning and adjusting your approach to be effective in the changing work environment.</li> <li>• You lead adaptively by acknowledging the impact of your work style on others in your team.</li> <li>• You seek ways of modifying your behaviour to improve your effectiveness with your manager and team members.</li> <li>• You acknowledge the importance of understanding yourself and your work preferences, exploring your strengths, weaknesses and potential blind spots with your manager.</li> <li>• You demonstrate a willingness to extend your knowledge, skills and technical expertise to support your development, seeking guidance when necessary.</li> <li>• You participate in learning opportunities, reflect on your learnings and, with appropriate support, actively implement them.</li> <li>• You are responsive to change in your work environment.</li> <li>• You regularly seek feedback on your performance and practices from your manager and peers, and respond appropriately.</li> </ul>

## Context: Leading Others

Leading Others	
Expected behaviour	Behaviour descriptors
<b>Lead collectively</b>	<ul style="list-style-type: none"> <li>• You understand how your work and that of your team contribute to achieving agency outcomes and fit in the sector.</li> <li>• You recognise your role in delivering value for the future of Western Australians.</li> <li>• You link the work of your team and your domain of expertise to the agency's objectives and can explain this linkage clearly to others.</li> <li>• You coach those you influence so they connect their work with the operations of the agency.</li> <li>• You work proactively to create shared thinking and understanding across your team.</li> <li>• You monitor the impact of your decisions and actions, ensuring that you continuously deliver value for the agency.</li> <li>• You accept responsibility for contributing to the collective strategy of the agency and adopt a perspective that embraces all those you lead.</li> <li>• You seek to build and maintain effective working relationships with others, and are mindful of the partnerships that support your efforts to deliver value for your team and work area.</li> <li>• You continuously seek to understand and align your work with other business areas to support an area wide perspective.</li> </ul>
<b>Think through complexity</b>	<ul style="list-style-type: none"> <li>• You think critically and strategically to solve problems and enhance effectiveness across your team or work area.</li> <li>• You use your skills, experience and knowledge to anticipate and identify problems.</li> <li>• You approach problems with curiosity, seek to understand and identify the root causes of problems and initiate solutions with confidence.</li> <li>• You are comfortable with multiple levels of data and extract the essential information related to the task.</li> <li>• You draw on information from an array of sources, applying your judgement and technical expertise to identify what is relevant and important.</li> <li>• You are confident in making decisions, seeking guidance from others as necessary.</li> <li>• You support your team or work group to take a solutions focused approach, intervening only when necessary with technical knowledge to ensure application of robust knowledge and customer orientation.</li> <li>• You understand and respect the need for compliance to minimise risk in your work and ensure your team complies with the required policies, procedures and processes.</li> </ul>

Leading Others	
Expected behaviour	Behaviour descriptors
<b>Dynamically sense the environment</b>	<ul style="list-style-type: none"> <li>• You listen to, understand and recognise the needs of others in your work environment.</li> <li>• You adapt your approach to changes in the work environment that affect or may impact the ability of your team or work group to deliver outcomes.</li> <li>• You seek to understand the root cause of problems by investigating multiple sources of information.</li> <li>• Your approach is to seek a shared understanding among your team and peers and your own leaders.</li> <li>• You continually clarify objectives and provide guidance where necessary.</li> <li>• You approach your team, colleagues and work environment with a positive and open mind, acknowledging that your approach may not be the only effective approach.</li> <li>• You communicate clearly and concisely to ensure a shared understanding.</li> <li>• You approach crucial conversations with consideration and confidence, and discuss issues and problems thoughtfully.</li> <li>• You adapt your communication style to target audience to influence or persuade.</li> </ul>
<b>Deliver on high leverage areas</b>	<ul style="list-style-type: none"> <li>• You pursue with tenacity the high leverage priorities that are essential to your work and agency.</li> <li>• You identify and understand the competing priorities of your work area, prioritising essential tasks and making adjustments as appropriate.</li> <li>• You assign tasks and delegate appropriately.</li> <li>• You train others to think about their work and how it relates to high leverage areas, and monitor the implementation and completion of tasks.</li> <li>• You drive high quality performance in your team or work area by setting clear and shared objectives.</li> <li>• You continually improve all aspects of your work area, keeping an open mind to explore innovative alternatives.</li> <li>• You persevere with determination to achieve your goals and those of your team or work group.</li> <li>• You identify obstacles early and navigate setbacks as they arise.</li> <li>• You demonstrate resilience and expertise to achieve results for your work area.</li> <li>• You model healthy work practices and encourage behaviours that foster a healthy culture.</li> </ul>

<b>Leading Others</b>	
<b>Expected behaviour</b>	<b>Behaviour descriptors</b>
<b>Build capability</b>	<ul style="list-style-type: none"> <li>• You contribute to the development of those in your team or work area by understanding their current capabilities and striving to develop them further.</li> <li>• You clarify your expectations of those in your team; monitor their performance; and support their growth and development through feedback, on the job training, coaching and other opportunities.</li> <li>• You proactively encourage your team to seek learning opportunities, empowering and guiding them to create and take ownership of their own development pathways.</li> <li>• You lead development and focus on processes and activities in your team and domain of expertise.</li> <li>• You embrace a diverse team and draw on the unique strengths of each member.</li> <li>• You visibly promote the value of diversity in the team, supporting the processes and policies of the sector.</li> <li>• You understand your role as a leader in fostering a healthy workplace across your team or work area that aligns with creating a positive culture in the sector.</li> </ul>
<b>Embody the spirit of public service</b>	<ul style="list-style-type: none"> <li>• You display and embody the spirit of public service in all your decision making, interactions and professional activities.</li> <li>• You embody the spirit of public service by displaying empathy and compassion, integrity and humility.</li> <li>• You encourage others to perform beyond expectations and deliver results for your area, acknowledging and rewarding excellent performance.</li> <li>• You ensure your work practices and those of your team or work area are in accordance with the policies and procedures of your agency.</li> <li>• You lead by example, promoting and role modelling behaviours and respect for others in all aspects of your work, thereby protecting your reputation and that of your team or work area, agency and the sector.</li> <li>• You take responsibility for aligning others with prescribed work practices and act ethically, continually reinforcing the spirit of public service.</li> </ul>



<b>Leading Others</b>	
<b>Expected behaviour</b>	<b>Behaviour descriptors</b>
<b>Lead adaptively</b>	<ul style="list-style-type: none"> <li>• You are continually learning and adapting your personal style and approach to be effective in the changing work environment.</li> <li>• You proactively extend your knowledge, skills and expertise to ensure your contribution continues to add value.</li> <li>• You acknowledge the impact of your work style and behaviours on others, modifying them when appropriate to enhance collective performance.</li> <li>• You seek to develop your self awareness, reflecting regularly on your approach, strengths, weaknesses and blind spots.</li> <li>• You take responsibility and accountability for your own development pathway, seeking guidance when necessary to identify appropriate development goals and plans.</li> <li>• You proactively participate in learning opportunities, reflect on your learnings and, with appropriate support, actively implement them.</li> <li>• You identify and engage with mentors and/or coaches who support your development as a leader.</li> <li>• You seek feedback from a range of sources and use it to enhance your personal effectiveness.</li> <li>• You embrace change in your work area.</li> <li>• You lead others through changes with strength and understanding, and support those who are challenged by change.</li> <li>• You share your learnings, encouraging an environment of continuous learning and growth.</li> </ul>

## Context: Leading Leaders

Leading Leaders	
Expected behaviour	Behaviour descriptors
<b>Lead collectively</b>	<ul style="list-style-type: none"> <li>You contribute to achieving the outcomes of your agency and understand the impact on the sector.</li> <li>You are able to translate and communicate the agency's objectives into strategic projects and key performance areas for your leadership teams.</li> <li>You communicate the connection between your work and the sector.</li> <li>You coach those you lead and influence to align their practices and understand how their contributions add value.</li> <li>You consider the impact of the decisions you make on those you lead and those in your business area.</li> <li>You identify key stakeholders and build relationships and networks, leveraging these to meet the agency's objectives.</li> <li>You continuously seek to align your work to support an agency wide perspective.</li> <li>You focus on aligning goals and purpose across different teams in the agency, seeking opportunities for cross agency collaboration.</li> </ul>
<b>Think through complexity</b>	<ul style="list-style-type: none"> <li>You think critically and strategically to solve problems and enhance effectiveness.</li> <li>You use logical analysis to think through complexity and differentiate essential and non-essential information.</li> <li>You use systems thinking<sup>1</sup> and see the bigger picture, breaking it down into prioritised components.</li> <li>You can summarise large volumes of data, extracting the essential information and translating it for your target audience.</li> <li>You are able to interrogate information from a wide array of sources and use criteria to evaluate its merits.</li> <li>You are up for the challenge of solving problems without obvious solutions.</li> <li>You apply your knowledge and expertise to understand problems from parallel perspectives so you identify fit for purpose solutions.</li> <li>You support your business area to be solutions focused even when the solutions may not seem obvious to them.</li> <li>You respect and oversee policies and processes related to risk and ensure your business area complies with agency and sector requirements.</li> <li>You identify potential opportunities to further mitigate risk and communicate these opportunities upwards to deliver continuous improvement of agency and sector work practices.</li> </ul>

<sup>1</sup> Systems thinking is the process of understanding the whole and the parts at the same time. It recognises there are multiple interventions to complex problems and requires individuals to determine the best way forward for the benefit of the organisation as a whole.

Leading Leaders	
Expected behaviour	Behaviour descriptors
<b>Dynamically sense the environment</b>	<ul style="list-style-type: none"> <li>• You understand the societal, political and economic changes that may affect your ability to deliver results.</li> <li>• You read patterns, trends and or connections – both internal and external to your work environment – that impact the work of your business area.</li> <li>• You actively listen to, understand and recognise the needs of others in your work environment.</li> <li>• You intervene early when issues arise and take decisive action once the most viable solutions are identified.</li> <li>• You approach problems systematically, seeking to understand and solve the root cause of problems.</li> <li>• You consider your solutions carefully, exploring the wider impact of your decisions on your business area and the broader operations of the agency.</li> <li>• You communicate clearly and concisely, and translate your message for your target audience.</li> <li>• You directly resolve conflict and approach crucial conversations with thoughtfulness, diplomacy and confidence.</li> <li>• You recognise the importance of building professional networks, actively seeking to build relationships that enable your business area to deliver.</li> </ul>
<b>Deliver on high leverage areas</b>	<ul style="list-style-type: none"> <li>• You pursue with tenacity the high leverage priorities that are essential to your work and agency.</li> <li>• You deliver on high leverage areas by setting clear operational objectives that align with the business area's strategies, often without any control over the final results.</li> <li>• You identify high leverage areas for your leaders, proactively communicating priorities and adjusting as necessary.</li> <li>• You delegate work appropriately, supporting and coaching your leaders to achieve outstanding results.</li> <li>• You drive excellent performance in your teams, setting clear role and performance expectations, and ensuring a shared understanding.</li> <li>• You focus on embedding best practice approaches and systems aligned to your agency.</li> <li>• You are open minded, explore innovative approaches and strive to develop a culture of continuous improvement.</li> <li>• You persevere with determination to deliver exemplary results for your business area, supporting and encouraging your people to deliver beyond expectations.</li> <li>• You display a positive approach to navigating obstacles and challenges to your goals.</li> <li>• You draw on your personal resilience in the face of setbacks.</li> </ul>

<b>Leading Leaders</b>	
<b>Expected behaviour</b>	<b>Behaviour descriptors</b>
<b>Build capability</b>	<ul style="list-style-type: none"> <li>• You contribute to the development of others in the sector.</li> <li>• You include people development as a key focus for your leaders and measure their performance against this.</li> <li>• You empower those you lead and influence, encouraging their development by setting goals and providing learning assignments that stretch their capability.</li> <li>• You recognise and embrace your role as a coach to others, dedicating and committing the required time.</li> <li>• You embed team effectiveness practices and recognise the importance of regular review.</li> <li>• You support the optimisation of diversity and cohesion in your teams and across the agency, endorsing and supporting processes and policies of the sector.</li> <li>• You understand your role in creating a healthy culture in your business area and contributing to a productive culture in your agency.</li> <li>• You acknowledge the current capability in the various teams, identify gaps and actively work to resolve them.</li> <li>• You identify talent, enabling development opportunities and engaging in strategies that support talent retention in the sector.</li> <li>• You encourage your teams to seek learning opportunities that align with their development needs.</li> <li>• You ensure your leaders know what is expected of them by defining their role expectations and monitoring their performance.</li> </ul>
<b>Embody the spirit of public service</b>	<ul style="list-style-type: none"> <li>• You display and embody the spirit of public service in all your decision making, interactions and professional activities.</li> <li>• You show empathy and compassion, integrity and humility.</li> <li>• You lead by example and understand the principles of good corporate governance, implementing your plans and procedures accordingly.</li> <li>• You deliver outstanding results while maintaining an ethical and professional reputation for yourself and your agency.</li> <li>• You instil a culture of compliance with legislative and corporate requirements, encouraging vigilance from your leaders and teams.</li> <li>• You promote respect and ensure your teams operate ethically, identifying any unethical behaviour early and resolving it expediently.</li> <li>• You coach your leaders to role model the spirit of service and to reinforce this in their teams.</li> </ul>

Leading Leaders	
Expected behaviour	Behaviour descriptors
<b>Lead adaptively</b>	<ul style="list-style-type: none"> <li>• You are continually learning and adjusting your approach to be effective in the changing work environment.</li> <li>• You lead adaptively by proactively seeking learning opportunities to extend the knowledge, skills and expertise that support your current and future development needs.</li> <li>• You take responsibility and accountability for your own development pathways, willingly embracing learning opportunities and applying the learnings.</li> <li>• You understand the impact of your personal style on those you lead and interact with, deliberately adapting your approach to achieve desired outcomes.</li> <li>• You value self awareness, investing time and energy to reflect on your approach and strengths.</li> <li>• You identify areas for development.</li> <li>• You seek feedback to enable your development and improvement.</li> <li>• You seek to understand the feedback, evaluate its usefulness and take necessary action if required.</li> <li>• You identify appropriate guidance relevant to your current development needs and engage with a number of coaches and mentors.</li> <li>• You take ownership of change initiatives in your area, removing obstacles to change and working to achieve buy in.</li> </ul>

## Context: Multiple Area Leader

<b>Multiple Area Leader</b>	
<b>Expected behaviour</b>	<b>Behaviour descriptors</b>
<b>Lead collectively</b>	<ul style="list-style-type: none"> <li>You understand how the work of your business areas and agency influences the sector, recognising your role in creating and supporting value for the future of Western Australians.</li> <li>You actively create shared thinking across your business areas and domain of expertise.</li> <li>You monitor your strategic decisions to ensure they continuously deliver value for your business areas in the short to medium terms and acknowledge their impact on the agency and sector.</li> <li>You adopt a system wide perspective to create value and accept your responsibility to deliver on the collective strategy.</li> <li>You seek to align your strategy with other business areas in the agency and with sector wide strategy and objectives.</li> <li>You build and maintain relationships and partnerships with business areas as well as with key stakeholders across the sector.</li> </ul>
<b>Think through complexity</b>	<ul style="list-style-type: none"> <li>You are comfortable with a high level of complexity arising from ambiguity and uncertainty, and create value in an unknowable long term future.</li> <li>You acknowledge the difference between detail complexity (related to a large number of variables) and dynamic complexity (related to increasing timespan between the decision made and the outcome of that decision).</li> <li>You navigate complexity to develop short and medium term operational strategies.</li> <li>You take decisive action, recognising the uncertain elements that could impact your plans to deliver outcomes for your business areas.</li> <li>You actively work to blend your strategy with other business areas in the agency and ensure it is aligned to the agency strategy.</li> <li>You navigate the consequences and risks of your decisions, acknowledging both internal and external impacts on your business areas.</li> <li>You proactively define, support and implement risk management strategies in your business areas.</li> <li>You are mindful of opportunities to continuously improve and align risk management processes with the agency's processes.</li> </ul>

<b>Multiple Area Leader</b>	
<b>Expected behaviour</b>	<b>Behaviour descriptors</b>
<b>Dynamically sense the environment</b>	<ul style="list-style-type: none"> <li>• You scan and decipher internal and external environments, leveraging understanding to influence and persuade others so as to create value for Western Australians.</li> <li>• You understand the patterns, trends and connections between situations and the impact of the issues.</li> <li>• You acknowledge societal, political and economic trends – both internal and external to your work environment – likely to impact your operations and ability to deliver results in the short term.</li> <li>• You recognise the importance of professional networks and actively seek to build relationships that support your efforts to achieve the goals of your business areas.</li> <li>• You establish trusting relationships and display competence, integrity and benevolence in your dealings with others.</li> </ul>
<b>Deliver on high leverage areas</b>	<ul style="list-style-type: none"> <li>• You pursue with tenacity the high leverage priorities that are essential to your agency, key stakeholders and Western Australians.</li> <li>• You identify strategic priorities for the business areas you lead.</li> <li>• You understand the competing prioritisation of short term operational delivery and delivery of medium term value for the sector.</li> <li>• You acknowledge the links between your strategies and decisions and those of other business areas of the agency, making every effort to align your work to the strategic direction of the agency.</li> <li>• You display a persistent drive to deliver short and medium term operational goals for your business areas and contribute to the improvement of the agency's systems, policies and procedures.</li> <li>• You demonstrate personal resilience in the face of challenges to deliver operational excellence and value for your business areas.</li> <li>• You persist with determination to achieve your goals, seeking support from your mentors and coaches to effectively navigate any barriers to delivering excellence.</li> <li>• You are open to new opportunities that support your efforts of continual improvement for your business areas, carefully considering advantages and disadvantages before embarking on change initiatives.</li> </ul>

<b>Multiple Area Leader</b>	
<b>Expected behaviour</b>	<b>Behaviour descriptors</b>
<b>Build capability</b>	<ul style="list-style-type: none"> <li>• You proactively develop capability in the sector to create value for the future of Western Australians.</li> <li>• You implement people and knowledge development systems and practices in your business areas.</li> <li>• You empower individuals to lead their own development journey with the support of their leaders.</li> <li>• You stretch internal capability in your business areas by providing growth based learning opportunities and experiences.</li> <li>• You are aware of the capability needs in your business areas and proactively build internal capability.</li> <li>• You seek external capability that can further support the sustainability of your business areas.</li> <li>• You support and contribute to whole of sector talent identification, aligning the processes and systems of your business areas with those of the agency.</li> <li>• You engage in strategies that encourage talent to remain in your business areas, the agency and sector.</li> <li>• You act as a coach for your business areas, nurturing the development of capability.</li> <li>• You understand your role and responsibility for creating a healthy culture in your business areas, contributing to a productive agency and sector culture.</li> </ul>
<b>Embody the spirit of public service</b>	<ul style="list-style-type: none"> <li>• You display and embody the spirit of public service in all of your decisions, interactions and professional activities.</li> <li>• You embody the spirit of public service by displaying empathy and compassion, integrity and humility.</li> <li>• You get results for the areas under your leadership, while maintaining their reputation and that of the agency and yourself.</li> <li>• You encourage excellence, and recognise and acknowledge outstanding performance in your area.</li> <li>• You ensure specific feedback is provided to staff who perform above expectations.</li> <li>• You implement systems and processes to support excellent corporate governance across your areas and proactively identify potential reputational risks and/or areas of non-compliance.</li> <li>• You are expected to promote and role model respect for the spirit of public service and manage ethical and misconduct issues.</li> <li>• You appreciate how your leadership style impacts your areas and its people, taking reasonable efforts to inspire confidence.</li> <li>• You demonstrate a genuine passion for your areas, acknowledging and valuing the other parts of the agency of which you have no specialist knowledge.</li> </ul>



<b>Multiple Area Leader</b>	
<b>Expected behaviour</b>	<b>Behaviour descriptors</b>
<b>Lead adaptively</b>	<ul style="list-style-type: none"> <li>• You are continually learning and adapting your personal style and approach to be effective in new and challenging contexts and positions.</li> <li>• You acknowledge the impact of your personal style on the performance of your teams and business areas.</li> <li>• You actively modify your style to engage and influence others to deliver results.</li> <li>• You understand the importance of self awareness, adopting strategies and ways to explore your own strengths, limitations and blind spots.</li> <li>• You are willing to learn from a variety of methods – informal and formal – and apply those learnings to new and unfamiliar situations.</li> <li>• You participate in learning opportunities that support your future development needs, actively seeking guidance and support from mentors and coaches.</li> <li>• You regularly seek feedback on your performance and practices, acknowledging the importance of feedback and taking appropriate action when required.</li> <li>• You support change initiatives and recognise your role in leading change effectively across your business areas.</li> <li>• You demonstrate comfort with change, and willingly revise your work methods and processes to support continuous improvement for your business areas.</li> </ul>

## Context: Executive Leader

Executive Leader	
Expected behaviour	Behaviour descriptors
<b>Lead collectively</b>	<ul style="list-style-type: none"> <li>You understand how your work and the decisions you make connect with other parts of your agency and the sector.</li> <li>You recognise your role in creating and supporting value for the future of Western Australians.</li> <li>You take a system wide perspective to deliver value for the agency and sector.</li> <li>You proactively shape strategy to align with the collective needs of the agency and sector, balancing delivery of tactical short term requirements with creating value in the medium term.</li> <li>You support the integration of business areas in your agency to align system wide strategy and direction. Your agency is then able to contribute to delivering future value for the sector.</li> <li>You create value by fostering strong relationships across the agency to deliver value.</li> <li>You continuously seek opportunities and build key strategic partnerships across the sector.</li> </ul>
<b>Think through complexity</b>	<ul style="list-style-type: none"> <li>You work with a high level of complexity arising from ambiguity and uncertainty, and create value for an unknowable long term future.</li> <li>You are able to deal with and consider a large number of variables, and make tactical and strategic decisions for the short and medium terms.</li> <li>When you do not have the full picture or information is missing or not available, you are able to take decisive action and evaluate the short and medium term impacts of your decisions and strategies.</li> <li>You foresee the consequences and risks of your decisions even when they may only be evident in the medium term or are external to your business areas.</li> <li>You proactively manage the implementation of the risk management strategies in your business areas, and take reasonable steps to mitigate any risks to your business areas and agency.</li> </ul>

<b>Executive Leader</b>	
<b>Expected behaviour</b>	<b>Behaviour descriptors</b>
<b>Dynamically sense the environment</b>	<ul style="list-style-type: none"> <li>• You scan and decipher internal and external environments, leveraging understanding to influence and persuade others so as to create value for Western Australians.</li> <li>• You identify patterns, trends and connections between situations, and the impact of issues and strategy on your business areas.</li> <li>• You identify and acknowledge trends at societal, political and economic levels relevant to and likely to have an impact on your business areas.</li> <li>• You are proactive in ensuring short term tactical decisions in your business areas are aligned with the direction of the agency.</li> <li>• You recognise shared agendas and work towards mutually beneficial outcomes for all business areas.</li> <li>• You are conscious of your personal style and how it impacts on your ability to influence key stakeholders.</li> <li>• You proactively build your networks to deliver value for your business areas and the agency.</li> <li>• You establish trusting relationships in all interactions both internally and externally.</li> </ul>
<b>Deliver on high leverage areas</b>	<ul style="list-style-type: none"> <li>• You pursue with tenacity the high leverage priorities that are essential to your agency, key stakeholders and Western Australians.</li> <li>• You identify the strategic priorities that are essential for your business areas and agency.</li> <li>• You balance tactical short term objectives with delivering value in the medium term.</li> <li>• You understand and recognise how the strategies and decisions in your business areas support the strategic direction of the agency.</li> <li>• You demonstrate a drive to deliver both short and medium term strategic objectives for your business areas while also contributing to the delivery of future value to the agency.</li> <li>• You pursue your goals with determination.</li> <li>• When faced with challenges, you demonstrate personal resilience and proactively build your wellbeing resources.</li> <li>• You seek support to help navigate setbacks and risks, and when making decisions that have a high level of uncertainty.</li> <li>• You develop alternate plans and strategies to overcome barriers to delivering the goals and strategy of your business areas.</li> <li>• You seek counsel when necessary to identify the most appropriate plan.</li> <li>• You explore new opportunities for your business areas, and drive and encourage continuous improvement that contributes to delivering excellence for the agency</li> </ul>

<b>Executive Leader</b>	
<b>Expected behaviour</b>	<b>Behaviour descriptors</b>
<b>Build capability</b>	<ul style="list-style-type: none"> <li>• You proactively build long term capability in the sector to create value for the future of Western Australians.</li> <li>• You proactively develop leaders to deliver value in your business areas and agency, and enhance capability in the sector.</li> <li>• You support and contribute to whole of sector talent identification, aligning the processes and systems in your business areas with those of the agency.</li> <li>• You develop the future capability requirements of your business areas and ensure you contribute to developing a diverse talent pipeline in the agency.</li> <li>• You support and manage strategies in the agency that encourage talent to remain in the sector.</li> <li>• You understand the value of a diverse and inclusive sector, and support and implement strategies to promote diversity and inclusion in your business areas.</li> <li>• You focus on supporting the development of long term capability in your business areas, providing development, coaching and mentoring opportunities for leaders.</li> <li>• You understand your role and responsibility for creating a healthy culture in your business areas, contributing to a productive sector culture.</li> </ul>
<b>Embody the spirit of public service</b>	<ul style="list-style-type: none"> <li>• You display and embody the spirit of public service in all your decision making, interactions and professional activities.</li> <li>• You embody the spirit of public service by displaying empathy and compassion, integrity and humility.</li> <li>• You deliver results under challenging conditions while maintaining the reputation of your business areas and the agency.</li> <li>• You encourage excellence by recognising and acknowledging outstanding performance in your business areas.</li> <li>• You ensure specific feedback is provided to staff who perform above expectations.</li> <li>• You are committed to maintaining good corporate governance and proactively identify potential reputational risk and areas of non-compliance.</li> <li>• You promote respect for the sector, monitor ethical issues and deal appropriately with any misconduct.</li> <li>• You understand and manage the impact of your leadership style on others.</li> <li>• You proactively seek to build a presence that shapes confidence in your agency and the sector.</li> <li>• You understand how your reputation is linked to your business areas and manage the impression you have on others when necessary.</li> <li>• You demonstrate a genuine passion for your business areas, the agency and the work of the sector.</li> </ul>

<b>Executive Leader</b>	
<b>Expected behaviour</b>	<b>Behaviour descriptors</b>
<b>Lead adaptively</b>	<ul style="list-style-type: none"> <li>• You are continually learning and adapting your personal style and approach to be effective in new and challenging contexts and positions.</li> <li>• You vary your personal style to engage and influence the performance of your teams and business areas.</li> <li>• You demonstrate a high level of self awareness and reflect on your own strengths, limitations and blind spots.</li> <li>• You display a willingness to learn from your past experiences and apply those learnings to new and unfamiliar situations.</li> <li>• You engage in learning opportunities that contribute to your future development needs, actively seeking guidance and support from your mentors.</li> <li>• You obtain feedback regularly from your peers, direct reports and leaders, exploring the merit of the feedback and creating action plans to support your development.</li> <li>• You are open to change and willing to adapt your work methods and revise your processes to effectively lead your business areas.</li> </ul>

## Context: Agency Leader

Agency Leader	
Expected behaviour	Behaviour descriptors
<b>Lead collectively</b>	<ul style="list-style-type: none"> <li>You understand how your work and the work of the agency fit in the sector, recognising your role in creating and supporting value for the future of Western Australians.</li> <li>You understand and leverage the interrelationships that exist in the sector and ensure that strategic decisions create value for the agency and sector, now and into the future.</li> <li>You identify, synthesise, translate and articulate the interrelationships and connections between the work of your agency and the sector, and encourage your leaders to do the same.</li> <li>You address matters that are both internal and external to the agency and continually identify the impacts and consequences of your decisions on the sector.</li> <li>You adopt a system wide perspective to ensure your agency is creating shared value.</li> <li>You identify and build key strategic relationships and partnerships across the sector.</li> </ul>
<b>Think through complexity</b>	<ul style="list-style-type: none"> <li>You are comfortable with a high level of complexity arising from ambiguity and uncertainty, creating value in an unknowable long term future.</li> <li>You are able to distinguish between detail complexity (related to a large number of variables) and dynamic complexity (related to increasing timespan between the decision made and the outcome of that decision).</li> <li>You are comfortable with dynamic complexity and easily navigate detail complexity.</li> <li>You take decisive action in the face of uncertainty.</li> <li>You think logically about the short, medium and long term variables that could impact your agency and the sector.</li> <li>You ensure the viability of solutions that contribute to the sustainability of your agency and the sector.</li> <li>You have the confidence to change pathways when vital for the sector.</li> <li>You develop innovative solutions in your agency and contribute to shaping innovative solutions for the sector.</li> <li>You establish strategic risk management processes and ensure risk is incorporated into your decision making.</li> <li>You continuously evaluate the risk of your decisions on the sector.</li> </ul>

<b>Agency Leader</b>	
<b>Expected behaviour</b>	<b>Behaviour descriptors</b>
<b>Dynamically sense the environment</b>	<ul style="list-style-type: none"> <li>• You scan and decipher the internal and external environments, leveraging understanding to influence and persuade others so as to create value for Western Australians.</li> <li>• You identify patterns, trends and connections in the social, political and business context both internal and external to your agency.</li> <li>• You monitor your environment, and proactively revise strategies and decisions to reflect the immediate and future needs of your agency and the sector.</li> <li>• You leverage your understanding of the environment to deliver key strategic priorities and proactively manage the risk of reactive decision making in your agency.</li> <li>• You understand the social and political nuances of your agency and the sector, and use this understanding to create and deliver future value for the sector.</li> <li>• You adapt your personal style to influence key stakeholders.</li> <li>• You lead your agency by winning the hearts and minds of others.</li> <li>• You display competence, integrity and benevolence in your interactions.</li> <li>• You establish trusting relationships with internal and external stakeholders to influence and deliver future value.</li> <li>• You build partnerships and link strategic goals with the needs of stakeholders.</li> </ul>
<b>Deliver on high leverage areas</b>	<ul style="list-style-type: none"> <li>• You pursue with tenacity the high leverage priorities that are essential to your agency, key stakeholders and Western Australians.</li> <li>• You identify the strategic priorities that are essential for your agency and the broader sector.</li> <li>• You demonstrate a drive to deliver against longer term strategic objectives for your agency and contribute to creating future value for the sector.</li> <li>• You pursue your goals with determination and navigate barriers to deliver on them, demonstrating a high level of personal resilience.</li> <li>• You generate alternative pathways to reach your goals and adjust your course as necessary.</li> <li>• You explore new opportunities for your agency and challenge the status quo to contribute to the creation of long term future value.</li> </ul>

<b>Agency Leader</b>	
<b>Expected behaviour</b>	<b>Behaviour descriptors</b>
<b>Build capability</b>	<ul style="list-style-type: none"> <li>• You develop capability in the sector to create value for the future of Western Australians.</li> <li>• You proactively develop leaders to deliver future value to your agency and the broader sector.</li> <li>• You engage in whole of sector talent identification, aligning agency specific protocols with sector processes and systems.</li> <li>• You develop the future capability requirements of your agency and ensure you contribute to developing a diverse talent pipeline in the sector.</li> <li>• You create and support strategies in the agency that encourage talent to remain in the sector.</li> <li>• You understand the value of a diverse and inclusive sector, and develop and implement strategies to engage and promote diversity and inclusion in your agency.</li> <li>• You focus on developing the capability of your staff, paying particular attention to coaching and mentoring senior leaders.</li> <li>• You align your agency's structures and practices with the sector, encouraging a healthy and productive sector culture.</li> </ul>
<b>Embody the spirit of public service</b>	<ul style="list-style-type: none"> <li>• You display and embody the spirit of public service in all your decision making, interactions and professional activities.</li> <li>• You show empathy and compassion, integrity and humility.</li> <li>• You achieve results under challenging conditions while maintaining the reputation of your agency and the sector.</li> <li>• You encourage excellence, and recognise and acknowledge outstanding performance in your agency.</li> <li>• You ensure specific feedback is provided to staff who perform above expectations.</li> <li>• You are committed to and communicate the importance of good corporate governance practices and conduct.</li> <li>• You promote respect for the sector in the agency and are proactive in dealing with ethical and misconduct matters.</li> <li>• Your strong presence builds confidence in the agency.</li> <li>• You act as a guiding force for your agency and the sector, proactively managing your reputation, displaying a genuine passion for the sector and spirit of public service.</li> </ul>



Agency Leader	
Expected behaviour	Behaviour descriptors
<b>Lead adaptively</b>	<ul style="list-style-type: none"> <li>• You are continually learning and adapting your personal style and approach to be effective in new and challenging contexts and positions.</li> <li>• You continually seek to understand your own strengths, limitations and blind spots.</li> <li>• You acknowledge that your ability to understand yourself is linked to your capability to lead others effectively.</li> <li>• You demonstrate a willingness and ability to learn and apply your knowledge, skills and experiences in new and challenging situations.</li> <li>• You actively pursue strategic learning opportunities that support both your development and your ability to create future value for the agency.</li> <li>• You seek feedback, evaluate its merit and take appropriate action as required.</li> <li>• You are adaptive and willing to embrace change.</li> <li>• You adjust your work methods and the structures and processes of the agency so you can create and deliver future value for your agency and the sector.</li> </ul>

## Context: Statewide Leader

Statewide Leader	
Expected behaviour	Behaviour descriptors
<b>Lead collectively</b>	<ul style="list-style-type: none"> <li>You understand how your work and the work of the agency fit in the sector, and recognise your role in creating and supporting value for the future of Western Australia</li> <li>You proactively shape the interrelationships that exist in the sector to deliver future value.</li> <li>You build and sustain long term partnerships across the sector and externally so you can drive synergies and initiatives.</li> <li>In developing strategy, you pay attention to matters that exist both internally and externally to your agency and take responsibility to shape the system.</li> <li>You develop appropriate solutions that best serve the interests of the sector and Western Australia by identifying the intended and unintended impacts of your strategic plan.</li> <li>You understand how your decisions, actions and behaviours impact the sector.</li> <li>You adopt a system wide perspective to ensure sector agencies are creating shared value.</li> <li>You encourage leaders to identify and shape how their work supports the public sector environment and circumstances.</li> </ul>
<b>Think through complexity</b>	<ul style="list-style-type: none"> <li>You are comfortable with a high level of complexity arising from ambiguity and uncertainty, creating value in an unknowable long term future.</li> <li>You effectively distinguish between detail complexity (related to a large number of variables) and dynamic complexity (related to increasing timespan between the decision made and the outcome of that decision).</li> <li>You embrace dynamic complexity and navigate detail complexity with ease.</li> <li>You make decisions that create value by thinking deeply and logically to obtain and evaluate evidence.</li> <li>You embrace the complexity arising from ambiguity and uncertainty to create sustained viability and value for an unknowable long term future.</li> <li>You identify innovative ideas and solutions that are in the best interests of the public sector and deliver future value for Western Australia.</li> <li>You build strategic risk management strategies into decision making, always calculating the risk of your decisions.</li> <li>You translate abstract ideas into concrete practices that can be communicated to a wide range of audiences.</li> </ul>

<b>Statewide Leader</b>	
<b>Expected behaviour</b>	<b>Behaviour descriptors</b>
<b>Dynamically sense the environment</b>	<ul style="list-style-type: none"> <li>• You scan and decipher the internal and external environments, leveraging understanding to influence and persuade others so as to create value for Western Australia.</li> <li>• You deliver on key strategic priorities and manage the consequences of reactive decision making.</li> <li>• You sense and accurately decipher the social, political and business contexts, and revise strategies and priorities accordingly.</li> <li>• You navigate and minimise the consequences of necessary reactive short term decision making and continually ensure that these decisions will create long term value for the public sector and Western Australia.</li> <li>• You navigate the subtle social and political nuances of the public sector by adapting your personal style, approach and communications to add value for your agency and the public sector.</li> <li>• You win the hearts and minds of others and leverage this ability to strategically influence and build alliances with internal and external stakeholders.</li> <li>• You establish trusting relationships and display competence, integrity and benevolence in your interactions.</li> </ul>
<b>Deliver on high leverage areas</b>	<ul style="list-style-type: none"> <li>• You pursue with tenacity the high leverage priorities that are essential to your agency, key stakeholders and Western Australians.</li> <li>• You demonstrate a strong drive and determination to deliver on strategic objectives that are long term, high leverage priorities.</li> <li>• You ensure that short term decisions and strategies are aligned to the long term direction.</li> <li>• Faced with challenges, you demonstrate personal resilience to deliver future value for Western Australia.</li> <li>• You identify potential barriers to delivering your goals and develop multiple pathways to achieve them.</li> <li>• You display an enterprising spirit and, rather than retain the status quo, actively explore new opportunities and move towards change.</li> </ul>

<b>Statewide Leader</b>	
<b>Expected behaviour</b>	<b>Behaviour descriptors</b>
<b>Build capability</b>	<ul style="list-style-type: none"> <li>• You proactively develop capability in the public sector to create value for the future of Western Australia.</li> <li>• You sponsor and commit to whole of sector talent identification, development and management, supported by agency specific protocols.</li> <li>• You recognise that identifying and developing leaders is vital for the sustainability of the public sector.</li> <li>• You anticipate the future capability requirements of your agency and the broader public sector.</li> <li>• You create and support strategies that encourage talent to remain in the public sector.</li> <li>• You understand the value of a diverse and inclusive public sector.</li> <li>• You develop and implement strategies to engage others in promoting diversity and inclusion across the agency and public sector.</li> <li>• You focus on developing the capability of your staff with particular attention to coaching and mentoring senior leaders.</li> <li>• You support and develop their potential and encourage your peers to do likewise, thus building a coaching culture in your agency and the public sector.</li> <li>• You recognise your role in building a focus on the development of people in the public sector, and actively develop and implement sustainable public sector wide structures and practices that encourage a healthy public sector culture.</li> </ul>
<b>Embody the spirit of public service</b>	<ul style="list-style-type: none"> <li>• You display and embody the spirit of public service in your decision making, interactions and professional activities.</li> <li>• You show empathy and compassion, integrity and humility.</li> <li>• You get results under tough conditions while maintaining the reputation of your agency, the public sector and stakeholders.</li> <li>• You inspire others to achieve excellence for the public sector and Western Australia.</li> <li>• Your personal presence builds confidence in others.</li> <li>• You actively maintain this presence to strategically influence the creation of future value for the public sector and Western Australia.</li> <li>• You build and maintain your reputation, understanding how closely it is linked to the reputation of the public sector.</li> <li>• You embody the spirit of public service and act as a values ambassador for the public sector, identifying misconduct and taking appropriate action.</li> <li>• You display a genuine passion for the public sector and its work in creating present and future value for the state.</li> </ul>

Statewide Leader	
Expected behaviour	Behaviour descriptors
<b>Lead adaptively</b>	<ul style="list-style-type: none"> <li>• You are continually learning and adapting your personal style and approach to be effective in new and challenging contexts and positions.</li> <li>• You understand your own strengths, limitations and blind spots.</li> <li>• You demonstrate an elevated willingness, motivation and ability to learn.</li> <li>• You actively pursue learning opportunities that support both your development and your ability to create future value for Western Australia.</li> <li>• You actively and regularly seek feedback from a range of sources, reflecting on and evaluating the merit of the feedback and translating your learning into meaningful action.</li> <li>• You are proactive, demonstrating an intentional willingness to improve things and seek alternative opportunities to create future value.</li> <li>• You proactively change and modify your environment and work methods to lead the public sector, your agency and teams effectively.</li> </ul>