Leadership competencies for Queensland

Building Queensland's leaders of tomorrow, today.

Queensland Government

We are all leaders in the Queensland public sector, regardless of role, classification level, or whether we have formal responsibilities to manage or lead people.

Leadership is about successfully delivering results in collaboration with others – it starts with you!

By empowering leadership at all levels, we enable a high-performing, innovative and future-focused public sector, capable of making a positive difference to all Queenslanders.

Leadership competencies for Queensland describes what highly effective, everyday leadership looks like in the public sector. In simple, action-oriented language, it provides a common understanding of the foundations for success across all public sector roles.

Leadership competencies for Queensland enables you to:

guide performance and development conversations

plan and action fit-for-purpose development activities

identify transferable behaviours to inform career progression

strengthen approaches to recruitment and selection

celebrate success.

Leadership competencies for Queensland

Vision

- **Leads strategically**

  Thinks critically and acts on the broader purpose of the system

- **Stimulates ideas and innovation**

  Gathers insights and embraces new ideas and innovation to inform future practice

- **Leads change in complex environments**

  Embraces change and leads with focus and optimism in an environment of complexity and ambiguity

- **Makes insightful decisions**

  Makes considered, ethical and courageous decisions based on insight into the broader context

Results

- **Develops and mobilises talent**

  Strengthens and mobilises the unique talents and capabilities of the workforce

- **Builds enduring relationships**

  Builds and sustains relationships to enable the collaborative delivery of customer-focused outcomes

- **Inspires others**

  Inspires others by driving clarity, engagement and a sense of purpose

- **Drives accountability and outcomes**

  Demonstrates accountability for the execution and quality of results through professionalism, persistence and transparency

Accountability

- **Fosters healthy and inclusive workplaces**

  Fosters an inclusive workplace where health, safety and wellbeing is promoted and prioritised

- **Pursues continuous growth**

  Pursues opportunities for growth through agile learning, and development of self-awareness

- **Demonstrates sound governance**

  Maintains a high standard of practice through governance and risk management

Leadership streams

Individual contributor

Leading self

- Responsible for delivering outcomes through self-management, sometimes with guidance from team leaders.
- Does not supervise others.
- Valued for the knowledge and skills in their specialist area and strong self-management.

Program leader

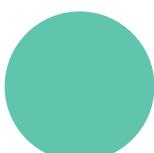### *Leading teams and/or projects*

- Responsible for leading team leaders and/or multiple projects or areas of work, typically under broad direction of an executive or more senior program leader.
- Valued for the ability to lead program strategy and/or guide team leaders to deliver outcomes.

Chief executive

Leading the organisation

- Responsible for leading a government agency to effectively deliver on government priorities.
- Valued for the ability to lead executives and the organisation and influence through sector and system leadership.

Team leader

Leading others

- Responsible for leading individual contributors to deliver team outcomes, typically under direction of a program leader.
- Valued for experience in their specialist area and the ability to manage team members.

Executive

Leading the function

- Responsible for leading a service delivery, policy, regulatory or strategic advisory function(s) or a geographical area.
- Valued for the ability to lead program leaders or other executives and influence within the organisation and with external parties to ensure outcomes.

Balance of leadership and technical responsibility

- specialist/technical
- leadership

Individual contributor

	Competency	Competency description	Behavioural indicators
Vision	**Leads strategically**	*Thinks critically and acts on the broader purpose of the system*	• Recognises how organisational events and issues impact on the work of the team • Recognises and articulates how own work directly contributes to the organisation's vision and community outcomes • Prioritises projects and tasks efficiently, in line with team commitments • Seeks and shares customer feedback to support the refinement of planned activities
	Stimulates ideas and innovation	*Gathers insights and embraces new ideas and innovation to inform future practice*	• Challenges the status quo by asking questions to bridge information gaps and clearly define new opportunities • Uses data and leverages technology to achieve greater efficiencies • Shares and seeks creative ideas, suggestions and data to inform the delivery of services • Actively participates in the design of new solutions and new ways of working
	Leads change in complex environments	*Embraces change and leads with focus and optimism in an environment of complexity and ambiguity*	• Demonstrates flexibility to changing expectations by proactively adapting own approach to reflect new requirements • Responds constructively to periods of uncertainty by role modelling positivity and work focus • Actively participates in change engagement activities and openly supports the intended outcomes
	Makes insightful decisions	*Makes considered, ethical and courageous decisions based on insight into the broader context*	• Gains insight into issues by analysing the available information in a critical manner • Demonstrates courage in making decisions, even when under pressure • Accepts decision making responsibility and demonstrates judgement about when to escalate issues • Remains composed during high-stakes situations • Clearly describes the rationale behind decisions and works with others to recognise potential bias
Results	**Develops and mobilises talent**	*Strengthens and mobilises the unique talents and capabilities of the workforce*	• Leverages own strengths and acts as a mentor, role model and sounding board for others • Initiates conversations around career development and readily shares knowledge and experience with others • Actively participates in team development opportunities, such as lessons learned conversations • Provides and appropriately passes on feedback to others • Takes the initiative to collaborate with people from a diverse range of backgrounds, experiences and expertise
	Builds enduring relationships	*Builds and sustains relationships to enable the collaborative delivery of customer-focused outcomes*	• Communicates in a clear, succinct and deliberate manner, adjusting the message so that it resonates with different stakeholders • Supports others by providing timely information within own area of expertise in an articulate and non-technical manner • Listens attentively and proactively seeks to understand others' needs by asking questions and clarifying • Recognises the broad value and contribution that diversity of viewpoints brings to the team and organisation • Builds rapport and establishes strong and mutually beneficial connections

	Capability	Description	Indicators
Results	**Inspires others**	*Inspires others by driving clarity, engagement and a sense of purpose*	• Recognises and reflects on the purpose and impact of their work • Actively participates in organisational initiatives • Promotes the team's work through clear and compelling communication • Celebrates achievements in own and others' work
	Drives accountability and outcomes	*Demonstrates accountability for the execution and quality of results through professionalism, persistence and transparency*	• Contributes to the development of team objectives and recognises own role in achieving results • Welcomes challenges in the delivery of work and demonstrates persistence in working through obstacles • Demonstrates careful planning and organisation to achieve results • Implements reporting mechanisms with honest recognition of progress against goals
Accountability	**Fosters healthy and inclusive workplaces**	*Fosters an inclusive workplace where health, safety and wellbeing is promoted and prioritised*	• Demonstrates personal responsibility for the health, safety and wellbeing of self and others • Demonstrates respect for others, taking the time to connect, check in and show an interest in their wellbeing • Enhances safety and inclusion in the team by sharing ideas and participating in initiatives • Considers the physical environment and carefully undertakes tasks with the safety and wellbeing of others in mind • Demonstrates openness to diversity and supports practices that enable all individuals to participate to their fullest ability
	Pursues continuous growth	*Pursues opportunities for growth through agile learning, and development of self-awareness*	• Demonstrates insight into personal strengths and areas for development and takes account of these when acting • Actively seeks feedback and modifies approach to enhance own effectiveness • Takes personal accountability for learning, and eagerly pursues new knowledge and experiences
	Demonstrates sound governance	*Maintains a high standard of practice through governance and risk management*	• Demonstrates respect and appreciation for legislation and policy frameworks by consistently operating to key standards • Upholds integrity through responsible management and use of processes and resources • Analyses information to proactively identify risks to the team's planned activities • Evaluates possible solutions and takes appropriate steps to mitigate risks

Team leader

	Competency	Competency description	Behavioural indicators
Vision	**Leads strategically**	*Thinks critically and acts on the broader purpose of the system*	• Determines the connection between organisational events and issues, and their impact on the team's work • Recognises and articulates how the team's work contributes to the organisation's vision and community outcomes • Works with the team to organise work priorities so they deliver on broader organisational commitments • Seeks and leverages stakeholder feedback to steer and adjust plans, and encourages others to do the same
	Stimulates ideas and innovation	*Gathers insights and embraces new ideas and innovation to inform future practice*	• Challenges the status quo, asks questions and seeks out new models and developments that may inform the team's approach • Supports the team to generate actionable insights from data and empowers the use of technology to drive new efficiencies • Drives new thinking by encouraging others to share and debate ideas and data-driven, creative solutions • Provides time, support and resources to the team to test and refine new ways of doing things
	Leads change in complex environments	*Embraces change and leads with focus and optimism in an environment of complexity and ambiguity*	• Empowers others to understand and embrace change by communicating openly about the rationale and intended outcomes • Remains accessible and optimistic, and keeps the team focused through periods of uncertainty • Provides individualised support and consults with others to support them through change processes
	Makes insightful decisions	*Makes considered, ethical and courageous decisions based on insight into the broader context*	• Analyses available data and supports others to identify essential information to uncover the cause of issues • Role models courage in making decisions under pressure or in the absence of complete information • Empowers collaborative decision making in the team • Remains composed during high-stakes situations, supporting the team to recognise gaps in information and seek advice to enable a prompt and considered response • Supports others to understand the strengths, potential bias and missing considerations in their decision making process
Results	**Develops and mobilises talent**	*Strengthens and mobilises the unique talents and capabilities of the workforce*	• Recognises the unique strengths, areas for development and aspirations of direct reports • Implements development plans with direct reports to address skill and knowledge gaps and enhance the capabilities they require for current and future roles • Assists others to identify and participate in flexible learning opportunities to stretch their skills, knowledge and experience • Encourages self-reflection, and provides clear, timely and accurate feedback on progress against agreed goals • Enhances team capacity by bringing together people of diverse discipline, background and perspective
	Builds enduring relationships	*Builds and sustains relationships to enable the collaborative delivery of customer-focused outcomes*	• Demonstrates awareness of others by tailoring messages so they resonate with stakeholders of diverse interests and backgrounds • Initiates two-way collaborations by providing information and advice in a timely, proactive and non-technical manner, supporting the team to do the same • Achieves mutually beneficial outcomes by listening intently and asking questions to understand the perspectives of others • Actively leverages the power of diversity by encouraging the unique contributions and viewpoints in planning and decision making • Sets up connections for the team across the organisation to drive collaborative delivery of services

Category	Competency	Description	Behaviours
Results	**Inspires others**	*Inspires others by driving clarity, engagement and a sense of purpose*	• Charts a clear direction for the team by consistently communicating the greater meaning and impact of the work undertaken • Generates active engagement in key initiatives through clear, enthusiastic and compelling communication • Brings the team together to define and promote its identity and contributions to the organisation • Encourages generosity through celebrating the contribution of others
	Drives accountability and outcomes	*Demonstrates accountability for the execution and quality of results through professionalism, persistence and transparency*	• Works with the team to develop shared objectives and clear indicators for success • Role models persistence and supports others to work through obstacles in the delivery of projects • Drives autonomy in the team by empowering others to take ownership for the delivery and quality of outcomes achieved • Implements reporting mechanisms to oversee the work of the team and provide appropriate levels of input
Accountability	**Fosters healthy and inclusive workplaces**	*Fosters an inclusive workplace where health, safety and wellbeing is promoted and prioritised*	• Promotes personal responsibility for the realisation of a healthy workplace through regular communication, feedback and sharing of observations and outcomes • Demonstrates respect for others, taking the time to connect, check in and show an interest in their wellbeing • Encourages others to proactively identify, remedy and enhance safe and inclusive practices • Ensures the physical environment and planning of tasks are optimised to support team wellbeing • Demonstrates flexibility and openness to the diversity in the team, supporting approaches that enable all individuals to participate to their fullest ability
	Pursues continuous growth	*Pursues opportunities for growth through agile learning, and development of self-awareness*	• Develops awareness of strengths and development needs, and reflects on the effectiveness of own behaviour and approach • Acts as a role model for the team by actively seeking feedback and communicating openly about learnings • Embraces opportunities to expand knowledge and experience through networks, new assignments and development avenues
	Demonstrates sound governance	*Maintains a high standard of practice through governance and risk management*	• Supports others to embrace and operate within legislative and policy frameworks that guide everyday practice • Promotes integrity in the management and use of processes and resources, ensuring others have the information and training they need for successful implementation • Analyses data and trends to identify risks to project activities and empowers others to incorporate risk management into planning • Works with the team to evaluate options and develop appropriate plans to mitigate risks

Program leader

	Competency	Competency description	Behavioural indicators
Vision	**Leads strategically**	*Thinks critically and acts on the broader purpose of the system*	• Views situations through a range of perspectives, analysing multiple sources of information to recognise the broader implications of issues • Clearly articulates the program's role in achieving the organisational vision, working with others to determine program strategy, parameters and purpose • Demonstrates a forward focus, engaging partners in translating the strategic plan into concrete actions • Continuously refines the prioritisation of program commitments through stakeholder feedback and insight
	Stimulates ideas and innovation	*Gathers insights and embraces new ideas and innovation to inform future practice*	• Monitors changes in the environment through questions, observations and community insights to generate a deep understanding of program improvement opportunities • Facilitates the early adoption of emerging digital technologies and data to deliver greater efficiency in services • Encourages mutual exchange of ideas, data and information, engaging partners as active contributors in program design • Brings people together to build new solutions through testing and refinement
	Leads change in complex environments	*Embraces change and leads with focus and optimism in an environment of complexity and ambiguity*	• Demonstrates flexibility in response to change and supports the workforce to embrace new expectations through clarity of the intended outcomes • Drives workforce resilience by supporting others to remain goal and outcome focused when confronted with enduring uncertainty • Inspires others to embrace change initiatives, overcoming barriers and resistance through proactive consultation and engagement
	Makes insightful decisions	*Makes considered, ethical and courageous decisions based on insight into the broader context*	• Identifies the underlying cause of issues through considered analysis and integration of various pieces of data and insight • Role models courage in making decisions, providing advice and a clear rationale even with conflicting or incomplete information • Ensures the right delegative structures exist to empower decision making at the appropriate level • Is a stabilising influence in challenging situations, supporting others to promptly identify considerations, impacts and risks to plan a response • Promptly identifies the potential for bias and coaches others through decision making processes
Results	**Develops and mobilises talent**	*Strengthens and mobilises the unique talents and capabilities of the workforce*	• Recognises the unique talents and aspirations of the workforce and enhances capability through targeted development activities • Considers the future skills required to deliver program objectives and implements strategies to support succession of critical roles and capabilities • Facilitates opportunities for learning and stretch assignments across programs to build capability and agility in the organisation • Coaches others, encouraging critical reflection, ownership for problems and discovery of self-led solutions • Enhances program capacity and community outcomes by building teams of diverse discipline, background and perspective

Theme	Competency	Description	Behaviours
Results	**Builds enduring relationships**	*Builds and sustains relationships to enable the collaborative delivery of customer-focused outcomes*	• Reads situations and anticipates needs and areas of interest of others, to tailor messages accordingly • Strengthens partnerships by providing proactive advice, and supports others to share relevant information in a tactful and articulate manner • Articulates complex concepts and works towards win-win outcomes by presenting a clear and convincing rationale • Actively leverages the power of diversity by encouraging the inclusion of diverse viewpoints and perspectives in program development • Proactively steers team collaborations across boundaries to achieve joint delivery of program outcomes
	Inspires others	*Inspires others by driving clarity, engagement and a sense of purpose*	• Distils and communicates the vision authentically to connect program objectives to the broader priorities • Achieves active participation and buy-in to the program by communicating with presence and pride for its intended outcomes • Supports others to act as program representatives, achieving sustained stakeholder engagement through promotion of its benefits • Fosters a culture of celebration by visibly sharing team successes and supporting others to do the same
	Drives accountability and outcomes	*Demonstrates accountability for the execution and quality of results through professionalism, persistence and transparency*	• Works collaboratively to develop clear and shared objectives that inspire collective ownership for delivery of quality outcomes • Role models persistence through program setbacks, empowering others to source alternate strategies to overcome issues • Drives ownership and empowers others to independently manage and report on their portfolio responsibilities • Uses feedback mechanisms to stay in touch with program progress and directs energy and time towards matters of priority
Accountability	**Fosters healthy and inclusive workplaces**	*Fosters an inclusive workplace where health, safety and wellbeing is promoted and prioritised*	• Promotes personal and team responsibility for the realisation of a healthy and safe workplace • Builds the confidence and trust of others, connecting with them personally to understand and consider their wellbeing • Engages others in open dialogue and identification of initiatives to promote safe and inclusive practice • Takes steps to optimise the environment and facilitate the appropriate resources to promote staff wellbeing • Contributes to the development of inclusive systems and practices that allow all individuals to participate to their fullest ability
	Pursues continuous growth	*Pursues opportunities for growth through agile learning, and development of self-awareness*	• Builds strong self-awareness of leadership strengths and derailers, and critically reflects on own performance, practice and impact as an organisational leader • Visibly role models a curiosity and passion for learning by seeking feedback and communicating openly about strengths and development goals • Broadens knowledge and perspective by seeking new collaborations and experiences and participating in development initiatives
	Demonstrates sound governance	*Maintains a high standard of practice through governance and risk management*	• Role models impartiality and ensures legislative and regulatory frameworks are applied effectively • Acts in the interests of the community and organisation through the cost-effective commissioning of goods and services, using best practice procurement processes and appropriate supplier relationships • Works closely with partners to analyse trends and forecast long-term risks to program outcomes • Proactively facilitates collaborations to develop contingency plans in response to identified risks

Executive

Grouping	Competency	Competency description	Behavioural indicators
Vision	**Leads strategically**	*Thinks critically and acts on the broader purpose of the system*	• Anticipates the consequences of public policy on the organisation and community, and engages in high level critical thinking to identify the links and implications between complex issues • Integrates government and organisational priorities and values, and the voice of the community to develop and articulate a compelling vision that provides clear direction for the sector's future • Adopts a sector leadership role, working collaboratively with partners to translate the strategy into meaningful action • Fosters the exchange of ideas and perspectives to develop a 3–5 year strategy that brings to life government objectives
	Stimulates ideas and innovation	*Gathers insights and embraces new ideas and innovation to inform future practice*	• Scans the environment, draws on information and alternative viewpoints, asks questions and monitors information channels to understand emerging issues that are important to the sector, organisation and community • Drives curiosity in the system, leverages data and harnesses emerging digital technologies to deliver efficient services • Stimulates genuine debate to better define and address system challenges by actively sharing ideas and data • Builds and mobilises cross-sector collaborations to prototype and test innovative solutions
	Leads change in complex environments	*Embraces change and leads with focus and optimism in an environment of complexity and ambiguity*	• Responds flexibly to changing government, organisational and community expectations, systematically introducing required changes • Maintains an optimistic outlook and encourages the same in others, focusing on organisational strategy and objectives through periods of uncertainty • Leads change agendas, generating workforce readiness through timely communications and strategic support mechanisms that allow people to thrive
Results	**Makes insightful decisions**	*Makes considered, ethical and courageous decisions based on insight into the broader context*	• Identifies the underlying cause of systemic and organisational issues through considered analysis of data, patterns and insights • Role models courage in making decisions and provides frank and fearless advice even in ambiguous situations, in the absence of complete information • Ensures the right delegative structures exist to empower decision making at the appropriate level • Is a stabilising influence, quickly discerning key implications for government, the organisation and community, to respond comprehensively in crisis or high-stakes situations • Builds awareness of decision making biases and encourages others to proactively seek advice to protect the organisation and community's long-term interests
	Develops and mobilises talent	*Strengthens and mobilises the unique talents and capabilities of the workforce*	• Develops organisational capability by dedicating time to understand the diverse goals and capabilities of others, empowering them to own and participate in creative ways to expand their knowledge, gain exposure, and new experiences across the system • Considers the future skills, capabilities and diverse needs of the community and workforce to set the direction for talent management to deliver government objectives • Actively mobilises talent across the sector to build the agility, responsiveness and capacity of the workforce • Contributes own expertise for the benefit of the organisation, acting as a mentor, coach and sponsor of capability development initiatives • Strengthens organisational capacity by mobilising teams of diverse discipline, background and perspective

Category	Capability	Description	Behaviours
Results	**Builds enduring relationships**	*Builds and sustains relationships to enable the collaborative delivery of customer-focused outcomes*	• Reads contentious and sensitive situations and responds appropriately to manage relationships • Proactively informs and advises partners on matters of interest • Acts as a skilful negotiator, using compelling arguments and evidence to persuade stakeholders toward mutually beneficial outcomes • Actively encourages and supports the inclusion of diverse viewpoints of colleagues, community and partners in policy and strategy development • Removes systemic barriers to collaboration and implements strategies to build strong and enduring alliances for joint delivery of community outcomes
	Inspires others	*Inspires others by driving clarity, engagement and a sense of purpose*	• Cascades the vision through clear and authentic communication to inspire collective ownership of government priorities • Conveys passion and conviction through influential messages that achieve active engagement in initiatives • Appropriately promotes the organisation's position and creates opportunities for others to do the same • Builds engagement through recognition and celebration, facilitating opportunities for others to represent the organisation and share its stories of success
	Drives accountability and outcomes	*Demonstrates accountability for the execution and quality of results through professionalism, persistence and transparency*	• Works with partners to establish ambitious objectives and clear performance standards that inspire collective ownership • Actively seeks cross-sector collaborations to overcome issues and direct resources towards matters of priority • Drives ownership and empowers others to lead and report on their area of responsibility with complete transparency of outcomes • Keeps a finger on the pulse through feedback structures to anticipate and respond promptly to emerging issues, shifting the investment of time and energy as required
Accountability	**Fosters healthy and inclusive workplaces**	*Fosters an inclusive workplace where health, safety and wellbeing is promoted and prioritised*	• Fosters a workplace culture where all individuals share a personal responsibility for promoting the physical and psychological health and safety of others • Builds confidence and trust as a leader who respects and prioritises people's wellbeing • Visibly sponsors initiatives that build awareness and motivate the workforce to improve safety and inclusive practice • Optimises the work environment, work design, and culture to enable a positive and healthy workplace • Anticipates the growing diversity of workforce interests and needs, setting policy direction to position the organisation as an employer of choice
	Pursues continuous growth	*Pursues opportunities for growth through agile learning, and development of self-awareness*	• Builds strong self-awareness of leadership strengths and derailers and critically reflects on own performance, practice and impact as a sector leader • Visibly role models a curiosity and passion for life-long learning by seeking feedback and communicating openly about strengths and development goals • Actively seeks opportunities for involvement in cross-sector and cross-government initiatives to extend experience and gain exposure to new environments, perspectives and ways of working
	Demonstrates sound governance	*Maintains a high standard of practice through governance and risk management*	• Role models impartiality and inspires a culture that respects and appreciates policy frameworks and governance • Operates as a trusted community steward, driving value for money services and using best practice procurement processes to enable appropriate management of public money and resources • Draws on data forecasts and works closely with partners to identify and predict the global factors that may impact strategy realisation • Fosters cross-sector collaborations to assess risk and develop contingencies and options to protect the sustainable delivery of services

Chief executive

	Competency	Competency description	Behavioural indicators
Vision	**Leads strategically**	*Thinks critically and acts on the broader purpose of the system*	• Recognises the links and connections between complex system issues, promptly discerning the key implications for government, the organisation and community • Integrates government objectives, and the voice of the community, to develop, articulate and realise a compelling vision for the system and the organisation • Adopts a stewardship role, enabling sector leaders to translate the strategy into meaningful action • Establishes clear priorities to deliver the government's objectives for the community and works collaboratively as a system leader to develop a robust 5+ year strategy
	Stimulates ideas and innovation	*Gathers insights and embraces new ideas and innovation to inform future practice*	• Continually scans the global system and operating environment to identify emerging social, economic, political, environmental and technological opportunities that inform system practice • Promotes a culture of innovation and the strategic use of data and technologies to stimulate new models of service delivery • Continually exchanges ideas, data and information across the sector to enable discovery and debate of new ways to address system challenges • Actively sponsors cross-sector and cross-government collaborations to seize and invest in innovation opportunities
	Leads change in complex environments	*Embraces change and leads with focus and optimism in an environment of complexity and ambiguity*	• Leads the strategic introduction of changes across the sector, responding rapidly and purposefully to government priorities • Fosters the spirit of optimism through periods of widespread change, driving a focus on outcomes • Sponsors considered change agendas and works collaboratively with others to build system readiness for emerging opportunities
Results	**Makes insightful decisions**	*Makes considered, ethical and courageous decisions based on insight into the broader context*	• Identifies the underlying cause of government and system issues through critical analysis of complex information • Role models courage in decision making and provides frank and impartial advice on politically sensitive, high-priority strategic issues even in the absence of complete information • Sets delegative structures that empower decision making at the appropriate level • Is a stabilising influence, quickly discerning implications across the system, to enable a comprehensive response in crisis or high-stakes situations • Drives probity in decision making and expects others to draw on tangible information and advice to protect the sector and community's long-term interests
	Develops and mobilises talent	*Strengthens and mobilises the unique talents and capabilities of the workforce*	• Develops organisational capability by dedicating time to understand the diverse goals and capabilities of leaders, empowering them to invest in avenues that expand their capability and impact across the system • Charts the direction for talent management across the sector by considering the future skills and capabilities required to deliver on government objectives and changing community expectations • Champions sector-wide talent mobility to guarantee the evolution of skills and responsiveness • Prioritises investment in capability development initiatives and contributes own expertise for the benefit of the system • Strengthens system capacity by bringing together groups of diverse discipline, background and perspective

Category	Competency	Description	Behaviours
Results	**Builds enduring relationships**	*Builds and sustains relationships to enable the collaborative delivery of customer-focused outcomes*	• Reads contentious and sensitive situations and responds appropriately to manage relationships • Models and drives purposeful partnerships with leaders of relevant internal and external stakeholder groups, including Ministers and their staff • Anticipates concerns and strategically positions the organisation's view on issues to achieve system outcomes • Champions the development of policy and strategy through the integration of diverse voices and perspectives • Steers cross-sector and cross-government collaborations to build strong and enduring alliances for joint delivery of community outcomes
	Inspires others	*Inspires others by driving clarity, engagement and a sense of purpose*	• Cascades a vision through clear and authentic communication to inspire collective ownership of government priorities • Conveys passion and conviction through influential messages that achieve significant system-wide engagement • Achieves visibility across the system, appropriately promoting the organisation's position and greater system impact • Builds community and system engagement by recognising and celebrating outcomes
	Drives accountability and outcomes	*Demonstrates accountability for the execution and quality of results through professionalism, persistence and transparency*	• Works collaboratively to establish ambitious organisational objectives that inspire collective ownership and maximise value for the community • Leverages collaborations across the system to overcome issues and mobilise resources towards matters of priority • Creates a culture of accountability by empowering others to lead with complete transparency for outcomes • Maintains strategic oversight through feedback structures, investing time where the greatest impact and contribution can be achieved
Accountability	**Fosters healthy and inclusive workplaces**	*Fosters an inclusive workplace where health, safety and wellbeing is promoted and prioritised*	• Fosters an environment where all individuals share a personal responsibility for promoting the physical and psychological health and safety of others • Builds confidence and trust as a leader who respects and prioritises people's wellbeing • Leads sector-wide initiatives that build awareness and motivate the workforce to improve or maintain safe and inclusive practice • Leads the development of sector-wide strategies that optimise the environment, work design and culture to enhance holistic wellness • Advocates for the growing diversity of workforce interests and needs by shaping policy direction that positions the sector as an employer of choice
	Pursues continuous growth	*Pursues opportunities for growth through agile learning, and development of self-awareness*	• Builds strong self-awareness of leadership strengths and derailers and critically reflects on own performance, practice and impact as a system leader • Inspires curiosity and passion for life-long learning by actively seeking feedback, setting development objectives and communicating openly about experiences • Seizes opportunities to represent the sector and gain exposure to new environments, perspectives and ways of working
	Demonstrates sound governance	*Maintains a high standard of practice through governance and risk management*	• Role models impartiality and inspires a system-wide culture that respects and appreciates policy frameworks and governance • Operates as a trusted steward of public money and resources by setting organisational standards for governance • Draws on data forecasts and works across the system to identify and predict the global factors that may impact the realisation of government objectives • Sponsors system collaborations to assess risk and formulate mitigation strategies that protect sector-wide service delivery