Public Service Commission

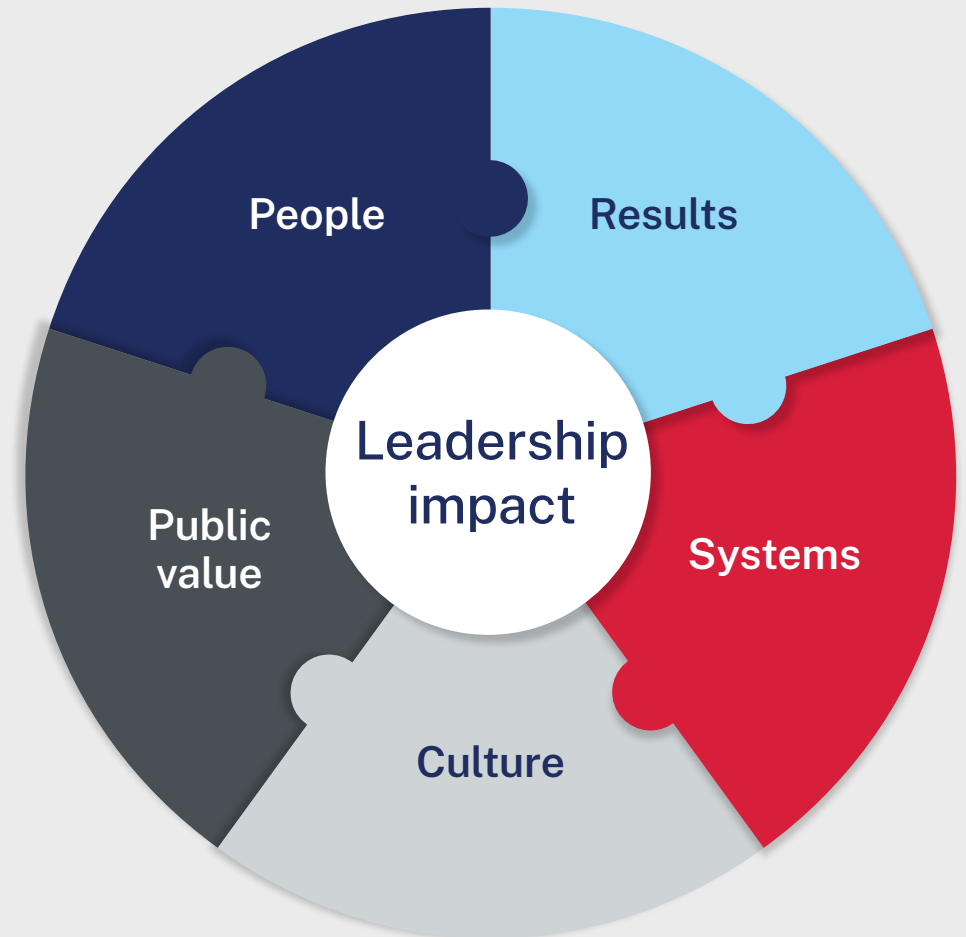# NSW Public Sector Leadership Framework

The NSW Public Sector Leadership Framework

The Leadership Framework:

- Complements the NSW Public Sector Capability Framework

- Supports leaders to develop the attributes, mindsets and behaviours necessary to make a positive impact for the people of NSW

- Supports leaders to operate effectively in the five leadership impact areas:
  – People
  – Results
  – Systems
  – Culture
  – Public value

- Embodies the NSW Public Sector core values
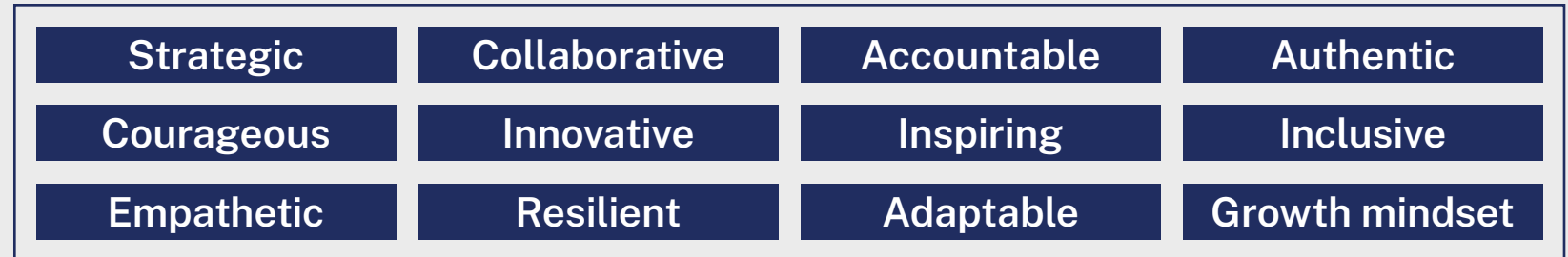
The framework was developed through:

- Identifying global trends and future directions in leadership and the public sector

- Identifying common, strategic needs across the sector

- Seeking market views from leading providers

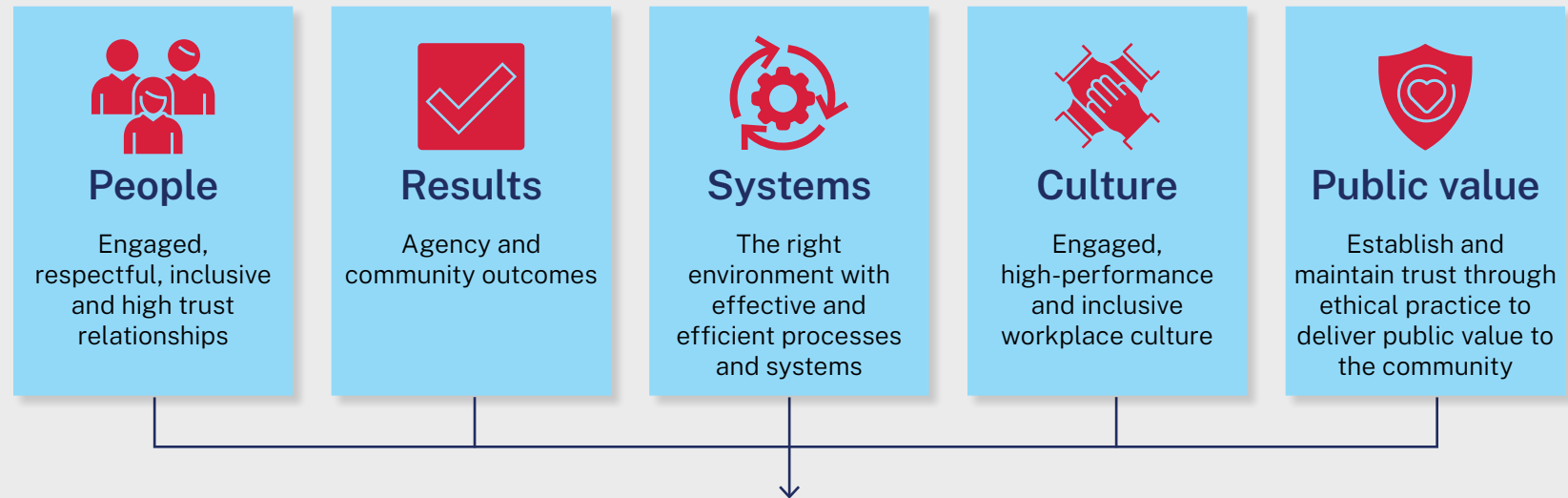- Consultation and co-design with agencies

The NSW Public Sector Leadership Framework

Attributes, mindsets and behaviours

Strategic	Collaborative	Accountable	Authentic
Courageous	Innovative	Inspiring	Inclusive
Empathetic	Resilient	Adaptable	Growth mindset

Leadership impact

People
Engaged, respectful, inclusive and high trust relationships

Results
Agency and community outcomes

Systems
The right environment with effective and efficient processes and systems

Culture
Engaged, high-performance and inclusive workplace culture

Public value
Establish and maintain trust through ethical practice to deliver public value to the community

Leaders who make a positive impact for the people of NSW

Attributes, mindsets and behaviours

Attributes	Mindsets and behaviours
Strategic	Think in a community centric way, show organisational awareness, drive and motivation in the public interest, identify opportunities, focus on goals and prioritise work for greatest impact.
Collaborative	Value advice, teamwork, input and contributions of others, encourage people to work together, establish networks and think of the whole 'system'.
Accountable	Take responsibility for my own performance, initiative, actions, impact on others and team performance, and encourage this in others.
Authentic	Communicate honestly and openly, maintain integrity, express my views and align intent with impact, and apply the highest standards of ethical behaviour.
Courageous	Invite challenge, encourage genuine debate, problem solving, am able to make difficult decisions, undertake risk assessments and support these with mitigation strategies followed by bold actions.
Innovative	Look for possibilities and opportunities for creative solutions, challenge the status quo, show curiosity and openness to new ideas, and think outside the box. Leverage technologically-enabled approaches (data and digital).

Attributes	Mindsets and behaviours
Inspiring	Engage and motivate others in working towards a common vision.
Inclusive	Seek, respect and leverage the perspectives and experiences of diverse backgrounds. Create a psychologically and culturally safe environment.
Empathetic	Understand the needs, motivations and emotions of others and treat people with respect and consideration.
Resilient	Maintain calmness and persistence in the face of challenge or adversity, with a focus on self and team wellbeing.
Adaptable	Embrace change and flexibility, demonstrate comfort with ambiguity and complexity, and support others through transition.
Growth mindset	Commit to life-long learning and personal growth, develop self-awareness, and be proactive in seeking improvement and feedback.

Leadership impact area

NSW GOVERNMENT

People

Engaged, respectful, inclusive and high trust relationships

Key attributes	As a leader I ...	My impact
• **Strategic** • **Collaborative** • **Authentic** • **Inspiring** • **Inclusive** • **Empathetic** • **Growth mindset**	• **Lead people –** recruit talent from various sources, bring out the best in people, delegate effectively, manage performance, lead and manage change and develop and coach others • **Lead teams –** translate the strategy into team purpose and role, facilitate team decision making and contribution, encourage and support diversity and predict and address conflict, lead and manage change • **Partner with peers –** foster collaboration between teams, support strategic objectives of other departments and agencies, regularly communicate with and support peers • **Role model –** the values and translate the values to specific, every day behaviours and actions	• Respected and trusted by others • Effectively lead and manage change • Engaged, committed and accountable teams, who feel valued, respected and trusted to do their best work • Cross team and agency collaboration and improved results in the interest of citizens • Teams feel able to challenge, express differing views and take risks • Teams feel inspired and motivated towards common goals • Effectively lead others through crisis situations

Leadership impact area

Results
Agency and community outcomes

Key attributes	As a leader I ...	My impact
• **Strategic** • **Collaborative** • **Accountable** • **Courageous** • **Innovative** • **Inspiring**	• **Am visionary –** create and communicate a clear vision to inspire direction and purpose • **Am strategic –** develop clear strategy to support the vision, seek the right advice from experts to inform the strategy and keep on top of emerging trends and needs in the public sector and community • **Am achievement focused –** translate the strategy into tangible goals and performance indicators and measure performance • **Manage the work –** ensure processes are in place to monitor and enable progress, break down the hierarchy and allocate resources efficiently and effectively • **Make sound decisions –** apply the latest thinking and data analysis, encourage others to participate in decision making, challenge the status quo, encourage calculated risk taking while upholding ethics and values required in the public sector	• Increased employee and stakeholder engagement driven by a common vision and sense of purpose • Ability to drive meaningful change that has a high impact on citizen outcomes • Delivery of services that are important to the community of NSW • Delivering in a cost effective and innovative way, for greater value for money and public trust in investment • Quality decision making in the interest of positive progress • Greater initiative and adoption of new ideas

Leadership impact area

Systems

The right environment with effective and efficient processes and systems

Key attributes	As a leader I ...	My impact

Key attributes

- **Strategic**
- **Collaborative**
- **Accountable**
- **Innovative**
- **Resilient**
- **Adaptable**

As a leader I ...

- **Am an enterprise and systems leader –** approach work in the context of the complete system, understand the authorising environment, break down silos and look for opportunities to improve and connect the system

- **Plan for the future of work –** consider the alignment between the environment, systems, processes and ways of working to prepare the workforce for the future

- **Encourage collective leadership –** share accountability and responsibility, proactively share information, break down silos and hierarchy and empower teams to deliver

- **Am a digital leader –** embrace and leverage the potential of digital technology, lead a digital environment and understand and plan for the role, impacts and risks of Artificial Intelligence (AI) regarding ethics, trust, data and workforce

- **Manage reform, transitions and change –** be proactive, recognise the need for change, create an environment that embraces continual improvement and adaptability and facilitate transition and engagement in change

My impact

- Greater productivity and efficiency, through an integrated public sector

- Strong decision making in the interest of citizens

- Optimal use of technology, resourcing and expertise to enhance strategic delivery of results

- Attracting, engaging and retaining diverse talent

- Shared responsibility and accountability and accelerated progress

- Engagement and trust in change processes

Leadership impact area

NSW GOVERNMENT

Culture

Engaged, high-performance and inclusive workplace culture

Key attributes	As a leader I ...	My impact

Key attributes

- **Strategic**
- **Collaborative**
- **Accountable**
- **Authentic**
- **Courageous**
- **Innovative**
- **Inspiring**
- **Inclusive**
- **Empathetic**
- **Resilient**
- **Adaptable**
- **Growth mindset**

As a leader I ...

- **Commit to building an effective workplace culture –** assess and measure the current culture and impact, inspire people through articulating a vision for the desired culture and build momentum for change

- **Lead an effective workplace culture –** implement systems, processes and ways of working that are productive, collaborative, innovative and outcomes focused

- **Embed cultural change –** positively reinforce actions in line with desired culture, respond to behaviours not consistent with the desired culture, seek feedback and set clear and realistic expectations

My impact

- High levels of accountability and performance

- Decisions and actions aligned to organisational values

- Inclusive work environment that values and respects difference

- Responsive, flexible and resilient organisations

- High levels of engagement

- Respectful and safe workplaces that allow for challenge and robust debate

Leadership impact area

NSW GOVERNMENT

Public value

Trust, ethical practice and the delivery of public value among learners, staff and the community

Key attributes	As a leader I ...	My impact
• **Strategic** • **Collaborative** • **Authentic** • **Accountable** • **Courageous** • **Inclusive**	• **Am a network leader –** build informal networks and relationships across boundaries, both within and external to the public sector, facilitate collaboration and consultation in response to both strategic needs and crisis management • **Engage citizens –** provide transparency and public scrutiny, engage citizens in decisions that impact them, use design-thinking and user-centric approaches, communicate regularly and manage expectations • **Uphold public interest –** identify and understand matters of public interest, deliver on customer service commitments and inspire and encourage team members to make a positive, systemic difference to the community • **Practice stewardship in a changing environment –** make short and long term decisions, am able to serve current and successive governments and work with ministerial offices to deliver in line with current government priorities, while maintaining a long term focus and providing professional non-partisan advice	• Rapid access to the right expertise • Greater consensus and engagement with policy decisions and strategic direction • Trust in public value and trust in the public sector • Long term value to citizens and influencing for positive outcomes and legacy • Public trust in the use of data

Public Service Commission

NSW Public Sector Leadership Framework