

Leader Skills for Working Flexibly

Self-Assessment Tool

Version 2.0, May 2019



Works for me.

Works for NSW.

FLEXIBLE WORKING

Why we've developed this tool for leaders

The NSW Government has committed to making all roles flexible in the NSW government sector on the basis of 'if not, why not' by 2019.

The skill sets have been written to help you identify what you need to know, say and do to manage flexible working teams, in a way that maintains or improves service delivery in your role with the NSW government sector.

How do we support team members, even if we don't want to work flexibly ourselves? What might we need to change? We've tried to capture this as a self-assessment you can do to measure your perspectives, habits and practices against what we need to do to be a flexible sector.

We have developed a different skillset for employees, managers, HR managers and sector leaders, because we are all somewhere on this learning curve and have differing roles when it comes to implementing flexible working.

This tool provides leaders with insight into their own flexible working skills and **areas for personal development**.

- It is for your **personal use** and is not an input to performance evaluations.
- You are not required to disclose the results of your self-assessment to anyone, rather, this tool is designed to be used to drive your own **personal and professional development** in flexible working. To get the most out of it, answer the survey questions as honestly as possible.
- If you want to, you can also use it, and any identified development areas, as a basis for discussion with other leaders, managers or your team, to discover what you all could do differently.
- The **Flexible Working Development Guide for Leaders** complements this tool. Your results here will identify the sections of the guide that are most relevant to your development needs.

How to use this tool

What you need to do

- This should take approximately 10 – 15 minutes to complete.
- We've divided it into topics (e.g. awareness, diversity & inclusion) that then help you identify any development resources you might need.
- Importantly, the tool asks you to rate your **confidence** across a variety of areas. It is important that you consider **confidence in your ability**, rather than confidence you have in your work environment.
- Capture any thoughts, reflections or ideas that come to mind as you respond to statements in the **What I could stop/start/continue to improve column**.

What happens next

- Once you have completed the self-assessment tool, use the **Scores summary** page to record your scores for each question.
- You will then be able to identify your average score in each topic – more detailed instructions can be found on the scoring page.
- Choose **up to three** lowest scoring topics and use these to prioritise any development you might need in the **My development needs** section on the last page of this document. List the identified topics in order of priority (i.e. the lower-scoring topics first). This does not mean you should only seek to develop your skills in these areas but selecting three is a good place to start. Then read the development guide to identify what you can do to address each area.
- Encourage your team to complete the Employee Self-Assessment Tool to feedback and discuss as a team.

If you have any high scores, that's fantastic! Consider letting HR know if you're willing to be identified as a change champion, to help your agency achieve its policy commitment of making all roles flexible on an 'if not, why not' basis.



Leader self-assessment tool

Reflect on your experience with flexible working in your organisation.

Please rate your confidence in relation to the following, by circling the most relevant number on the 5-point scale below, where **1 = not confident at all**, and **5 = very confident**).

I am confident that...	My self-assessment					What I could stop/start/continue to improve on
Awareness						E.g. could do this more in team meetings
I promote the benefits of flexible working to other employees	1	2	3	4	5	
I communicate the organisational imperatives for flexible working and how they link to strategy and targets	1	2	3	4	5	
I advocate for the various types of flexible working available to myself and other employees	1	2	3	4	5	
I understand the constraints from policy and industrial arrangements and integrate them into the flexible working strategy for my agency	1	2	3	4	5	
I seek reliable sources of advice when making important flexible working decisions	1	2	3	4	5	
I learn from other agency approaches to flexible working and adapt them to my own agency context	1	2	3	4	5	

Leader self-assessment tool

1 = not confident at all, 5 = very confident

I am confident that...	My self-assessment					What I could stop/start/continue to improve on
Inclusive leadership						
I value the diverse characteristics and contexts of employees with regards to their flexible working arrangements, and advocate for equitable access	1	2	3	4	5	
I use flexible working to optimise a diverse talent pool (e.g. respond to demographic shifts, push for D&I targets)	1	2	3	4	5	
I drive clear diversity and inclusion targets for managers, as well as ways to achieve them	1	2	3	4	5	
I 'sense check' for unconscious bias when responding to issues and making decisions related to flexible working	1	2	3	4	5	
Creating the right environment						
I visibly role model flexible working and work/life balance (e.g. engage in own flexible working arrangements, schedule meetings within school hours)	1	2	3	4	5	
I communicate positively and consistently about flexible working	1	2	3	4	5	
I set clear flexible working expectations for managers and employees, and hold them accountable for meeting these	1	2	3	4	5	

Leader self-assessment tool

1 = not confident at all, 5 = very confident

I am confident that...	My self-assessment					What I could stop/start/continue to improve on
Creating the right environment						
I visibly and respectfully challenge resistance to, or jokes about flexible working when observed in my agency, and encourage capability-building	1	2	3	4	5	
I proactively adapt my leadership style and approach to account for employees' different flexible working arrangements	1	2	3	4	5	
Leading change						
I consider the appetite for change relating to flexible working in my agency and the risks associated with implementation	1	2	3	4	5	
I advocate for, and drive the implementation of flexible working policies and approaches	1	2	3	4	5	
I drive the implementation and use of mechanisms to monitor uptake and attitudes toward flexible working	1	2	3	4	5	
I effectively manage resistance to change by respectfully challenging and working through diverse views	1	2	3	4	5	

Leader self-assessment tool

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I am confident that...	My self-assessment					What I could stop/start/continue to improve on
Continuous improvement						
I take a continuous improvement approach to flexible working that emphasises the use of trial periods, evaluation, and ongoing improvement	1	2	3	4	5	
I facilitate the implementation of lessons learned (in relation to flexible working), aligning this with the agency's broader strategy	1	2	3	4	5	
I actively promote flexible working innovations	1	2	3	4	5	
I use flexible working to drive better outcomes for my agency (e.g. greater productivity, reduced burnout, enhanced motivation)	1	2	3	4	5	
Workplace processes & supports						
I advocate for safeguards to protect employees against work overload resulting from their flexible working arrangements	1	2	3	4	5	
I partner with HR / IT to develop effective solutions to barriers to flexible working	1	2	3	4	5	
I distinguish between short vs. longer-term solutions to issues that create barriers to flexible working.	1	2	3	4	5	

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I am confident that...	My self-assessment					What I could stop/start/continue to improve on
Outcomes-based leadership						
I implement practices that ensure the outcomes produced by employees are valued more than the ways in which they are achieved (e.g. having a targeted discipline around performance planning and KPIs based on outcomes / outputs)	1	2	3	4	5	
I adjust deliverables and re-allocate work in view of employees' flexible working arrangements and ensure work intensification is managed	1	2	3	4	5	
I coach others to meet their deliverables in the context of their flexible working arrangements	1	2	3	4	5	
I confidently distinguish between core performance issues and flexible working arrangement issues	1	2	3	4	5	
Team-based approach						
I encourage employees to negotiate their flexible working arrangements with members of their team	1	2	3	4	5	
I create opportunities for employees engaged in flexible working to collaborate with employees who are not (e.g. virtual teams)	1	2	3	4	5	
I proactively involve others in decisions related to flexible working as far as possible, particularly when such decisions will impact them	1	2	3	4	5	

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I am confident that...	My self-assessment					What I could stop/start/continue to improve on
Workforce & business model design						
I engage in workforce planning to ensure team structures enable flexible working (e.g. right capability mix / structure)	1	2	3	4	5	
I design jobs differently to improve and / or make use of flexible working (e.g. hours of work, location of work)	1	2	3	4	5	
I design and modify workflows to maximise the potential for employees to engage in flexible working	1	2	3	4	5	
I use non-traditional employment types and organisational structures to address workforce and business challenges (e.g. job share)	1	2	3	4	5	
I address unfeasible flexible work arrangements with employees in a supportive way	1	2	3	4	5	

Now that you have completed the self-assessment tool, use this section to record your scores for each topic:

1. Enter individual responses (the number you circled) for each item/statement in the blank spaces against each topic.
2. Calculate your average score for each topic by summing the individual item/statement scores within a topic and dividing them by the number of responses in that domain (i.e. calculate the average). For example, if you circled 4, 2, 1, and 1 for statements 1 through 4 in the 'Inclusive leadership' topic, your score would be the sum of these numbers, divided by 4 (i.e. an average score of 2).

Topic	Item / statement self-assessment rating	Score
Awareness	(..... + + + + +) ÷ 6	=
Inclusive leadership	(..... + + +) ÷ 4	=
Creating the right environment	(..... + + + +) ÷ 5	=
Leading change	(..... + + +) ÷ 4	=
Continuous improvement	(..... + + +) ÷ 4	=
Workplace processes	(..... + +) ÷ 3	=
Outcomes-based leadership	(..... + + +) ÷ 4	=
Team-based approach	(..... + +) ÷ 3	=
Workplace & business model design	(..... + + + +) ÷ 5	=

My development areas

Identify up to three lowest scoring topics to focus on and write them down in the table below.

1. List them in order of priority (i.e. lowest scoring topics listed first) in the table below.
2. Capture any development ideas next to each topic. Refer to the **Flexible Working Development Guide for Leaders** for resources and development suggestions.

The topics can also be used as conversation starters with other leaders, managers and your broader organisation.

Topic	Development Ideas
1.	
2.	
3.	

Notes
