

# Leadership and Management Capability Framework Guide



## Future Capabilities Reference Framework

LaMDA™ integrates with the Skills Framework for the Information Age® (SFIA)





**VISION**  
**DRIVE**  
**ENGAGE**  
**ADAPT**  
**INNOVATE**  
**SUCCEED**

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## 1. SUMMARY OF CAPABILITIES

### PERSONAL ATTRIBUTES

Capabilities	Description	Previous Title (Version 1)
<b>1. Achievement Focus</b>	The personal ability to appreciate own strengths and weaknesses and effectively relate to peers, employees and others in a manner that promotes collaboration and goal attainment. This includes being confident in own personal capacity, a drive to improve professional performance, and commitment to uphold the organisation's values and ethics.	<b>Displays self-awareness</b>
<b>2. Personal Learning and Mastery</b>	The ability to identify and develop one's own technical skills and personal attributes such as character, resilience and emotional intelligence.	<b>Develops self</b>
<b>3. Adaptive Mindset</b>	Deals with pressure, setbacks and challenges in an optimistic manner while learning from experience and responding to change and new situations in a positive manner.	<b>Displays personal resilience</b>
<b>4. Cultural and Social Intelligence</b>	Demonstrates sensitivity, regard and consideration of diversity and the global factors and cultural differences impacting a workforce or operational environment.	<b>Fosters a positive culture   Promotes global awareness</b>
<b>5. Empathy</b>	Recognises personal emotions and regulates responses based on sensitivity to the situation and the people involved.	<b>Empathy</b>

### CORE FUTURE CAPABILITIES

Capabilities	Description	Previous Title (Version 1)
<b>6. Critical Thinking</b>	Uses a range of tools or methods to critically examine and assess existing thinking, assumptions and issues and to present well-reasoned conclusions or insights.	<b>Thinks and acts strategically</b>
<b>7. Problem Solving</b>	Identifies problems, generates optimal solutions and makes recommendations.	<b>Completes analytical thinking and problem solving</b>
<b>8. Communication</b>	Communicates with clarity and impact to facilitate individual and collective understanding, action and information exchange.	<b>Communicates with clarity</b>
<b>9. Collaboration and Relationships</b>	Works collaboratively and to build networks within and beyond the organisation. This includes being able to build and influence personal, stakeholder, and professional networks and relationships to optimise outcomes.	<b>Builds collaborative relationships</b>
<b>10. Customer Focus</b>	Focuses on customer service requirements and acts proactively to raise the customer experience.	<b>Customer Experience</b>
<b>11. Ethics and Compliance</b>	Consistently models and promotes ethical practices in conformance with professional standards of behaviour and relevant compliance requirements.	<b>Promotes professional standards, ethics and compliance</b>
<b>12. Innovation</b>	Stimulates and promotes innovation. This includes being able to identify and address root causes and connections between situations that may hinder innovation or limit efforts to transform thinking and practice.	<b>Fosters innovation and creativity</b>

<b>13. Creativity</b>	Produces creative works, ideas or solutions that often extend current perspectives or practice.	<b>Fosters innovation and creativity</b>
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### COMMON WORK AND MANAGEMENT CAPABILITIES

Capabilities	Description	Previous Title (Version 1)
<b>14. Results Orientation</b>	Takes action to maximise and effectively focus effort and resources in their area of operation to achieve superior results and outcomes.	<b>Instils a focus on priority actions and outcomes</b>
<b>15. Teamwork</b>	Builds and cooperates with others in a team to deliver the planned outcomes.	<b>Builds effective teams</b>
<b>16. Digital Acumen</b>	Uses digital technology to undertake workplace tasks and outcomes.	<b>Promotes responsiveness to digital disruption</b>
<b>17. Analytics</b>	Systematically analyses and investigates data to find patterns or extract improved knowledge or insights.	Nil
<b>18. Entrepreneurial Thinking</b>	Makes connections between disparate ideas, challenges current thinking, practices and traditional models or assumptions, and actively uses knowledge to create new products, solutions or opportunities.	Misc.
<b>19. Project Management</b>	Plans and manages projects to efficiently targets and requirements.	<b>Continuous Improvement</b>
<b>20. Process Improvement</b>	Improves process efficiency and enhances the overall quality of products, services or systems.	<b>Facilitates continuous improvement</b>
<b>21. Judgement and Decision Making</b>	Analyses information and data to makes judgments and well-informed, effective, and timely decisions.	<b>Makes effective decisions</b>
<b>22. Risk Management</b>	Enhances and assures the organisation's management of risk and related governance requirements.	<b>Manages governance and risk</b>
<b>23. People and performance management</b>	Manages performance and the capability development of individuals and groups in order to build individual and organisational success	
<b>24. Safety and Well-Being</b>	Understands, encourages and implements the principles of integrated workplace health and safety.	<b>Promotes workplace health and safety</b>

### SPECIFIC TECHNICAL & PROFESSIONAL CAPABILITIES

Capabilities	Description	Previous Title (Version 1)
<b>25. Technical Expertise</b>	Applies specialised technical or functional skills, knowledge or competence to the employment and professional requirements associated with an area of practice.	Misc.

## LEADERSHIP CAPABILITIES (SIPS)

Capabilities	Description	Previous Title (Version 1)
<b>26. Leadership</b>	Leads transformational processes and motivate staff and optimise the capabilities individuals and the workforce will require to enable sustained organisational success.	<b>Develops others   Manages people performance and development</b>
<b>27. Engagement and Culture</b>	Builds and reinforces a culture underpinning the vision, purpose and values the organisation aspires to achieve. This includes modelling positive attitudes, building trust and empowering individuals to act.	<b>Inspires trust and commitment</b>
<b>28. Agility</b>	Anticipates and enhances responsiveness to change. This includes modelling positive attitudes to change and also enhance an organisation's capacity to respond quickly to strategic challenges and opportunities.	<b>Leads change</b>
<b>29. Direction and Purpose</b>	Plans and establishes a compelling vision for a future state that inspire and influences commitment to a shared purpose.	<b>Conveys a compelling sense of purpose   Manages strategy</b>

## FOUNDATION CAPABILITIES

Capabilities	Description	Previous Title (Version 1)
<b>F1. Literacy Aptitude</b>	The ability to analyse, comprehend, use and reflect on texts, including the message, meaning, structure, media choice and presentation of content.	Nil
<b>F2. Numerical Aptitude</b>	The ability to understand numerical information and use mathematics confidently in a range of contexts.	Nil
<b>F3. Financial Aptitude</b>	The awareness of financial concepts and risks, and the ability and confidence to effectively make financial decisions and manage income, money and transactions in a range of real-world contexts.	Nil
<b>F4. Social Aptitude</b>	The willingness and ability to confidently engage with others.	Nil
<b>F5. Intellectual Aptitude</b>	The ability to use scientific knowledge and reasoning skills to investigate often abstract topics and draw evidence-based conclusions.	Nil
<b>F6. Mechanical and Spatial Aptitude</b>	Comprehends and solve mechanical or technical problems through an ability to apply mechanical concepts and principles, and identify the movement of objects such as gears.	Nil

## Structure of the capabilities

Figure 1: Capability structure

CATEGORY		PERSONAL ATTRIBUTES						
Description		Levels & Indicators						
Capability	Code	1	2	3	4	5	6	7
<b>1. Achievement Focus</b>  <i>The personal ability to appreciate own strengths and weaknesses and effectively relate to peers, employees and others in a manner that promotes collaboration and goal attainment. This includes being confident in own personal capacity, a drive to improve professional performance, and commitment to uphold the organisation's values and ethics.</i>	ACF	Understands personal accountability for team and professional outcomes Knowledge of personal objectives and how they align with the organisation's vision, values, and purpose Knowledge of the impact that personal preferences and	Understands when to use a range of leadership styles appropriate to different people and situations Considers and responds appropriately to the needs, feelings, and different people in situations	Knowledge of preferred leadership and professional career pathways Deals effectively with issues, problems and conflict Maintains calm when confronted by the unexpected	Knowledge of advanced research methods and processes Understands and accurately estimates own contribution to work outcomes Handles ambiguity and inconsistencies that impact work Anticipates future changes and trends Assesses and confirms own leadership potential Drives to achieve own potential and desired career pathway Benchmarks own performance and competence against standards established by the organisation or professional bodies	Analyses and evaluates personal effectiveness in developing the competence required to achieve accountabilities and responsibilities Understands own strengths and limitations with respect to interacting with senior executives and peers Secures the personal leadership skills and capabilities required to succeed Understands the impact personal leadership styles and preferences have on the formulation of organisational strategies	Understands how personal leadership styles and preferences will impact on change and people development processes Identifies and brings together the skill and capability mix required for the senior leadership/management team to succeed	
<b>2. Personal Learning and Mastery</b>	PLM	Isolates and understands own strengths and weaknesses	Identifies own leadership and learning style	Embraces challenges and opportunities to learn new skills	Opens career options beyond a technical or discipline-specific pathway	Proactively seeks out professional development on leading-edge business leadership practices	Actively encourages the search for more innovative and effective means to develop self and the	

The *Capability Framework* is behaviourally anchored. Each capability is illuminated by a set of indicative criteria that define the standards of performance or outcomes being sought at each of a possible seven levels. While some of the criterion will apply to all individuals, others have a specific contextual focus and can accommodate a range of roles, positions, accountabilities and technological variables.

The *Framework* is intended to be used to develop leaders and identify potential in individuals that can become our future leaders. As such research will not only confirm the impact of the capabilities but the validity and reliability of the descriptors across each of the four domains of transformational leadership as modelled in the *Framework*.

**Capability Type:** The area covered by the capabilities in the framework.

**Capability, Description and Code:** The capability title, a short description defining its dimensions and its unique code.

**Indicators:** The calibrated criteria that indicate the knowledge, skills and attributes delimiting individual proficiency and progress against the indicative standards for performance, behaviour and career development for the capability at a defined level.

**Levels:** Seven levels of proficiency indicated for each capability.

## Relating Capability Levels to Levels of Career Progression or Work

Unfortunately a long held belief has been that leaders and managers ‘appear’ and assume accountabilities and responsibilities tied to a ‘higher order’ job role. Leaders and managers exist at all levels. Almost all the capabilities will apply to all positions to some extent. However, while some capabilities will be key requirements at certain levels and in certain contexts and roles or positions, others will not be required.

To optimise flexibility the framework has been organised into seven levels (See Table 1 below). This not only matches the common Stratified Systems Theory (SST)<sup>1</sup> model widely adopted in corporations and providers of classification and remuneration services across the globe, it has synergies with the seven levels used in the Skills Framework for the Information Age (SFIA) that is increasingly deployed for information and technology professionals across the globe. It is also easier to reduce levels by customising the seven level framework to accommodate fewer levels such as the five level frameworks (e.g. those following the Dreyfus and Dreyfus five level model for the development of expertise<sup>2</sup>), or even as few as three levels (e.g. operational, tactical, strategic).

Every capability has therefore been described at seven levels. The capability and criteria at that level reflect four distinct dimensions that shape performance or assessment:

- autonomy
- influence
- complexity
- skills and knowledge in action

The table on the following page depicts how these dimensions differ by level. The descriptors have been modified to closely align to SFIA (version 5, 2011) while reflecting leadership and management skills and knowledge in action.

**Table 1: SFIA Levels<sup>3</sup>**

Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
<b><i>Follow</i></b>	<b><i>Assist</i></b>	<b><i>Apply</i></b>	<b><i>Enable</i></b>	<b><i>Ensure, advise</i></b>	<b><i>Initiate, Influence</i></b>	<b><i>Set strategy, inspire, mobilise</i></b>
Works under supervision.	Works under routine direction.	Works under general direction.	Works under general direction within a clear framework of accountability.	Works under broad direction. Work is often self-initiated. Is fully accountable for meeting allocated technical and /or project/ supervisory objectives.	Has defined authority and responsibility for a significant area of work, including technical, financial and quality aspects.	Has authority and responsibility for all aspects of a significant area of work, including policy formation and application.

<sup>1</sup> See Jaques, E. (1997). *Requisite Organization: Total System for Effective Managerial Organization and Managerial Leadership for the 21st Century*, London: Gower.

<sup>2</sup> Dreyfus, H.L. & Dreyfus, S.E. (1986). *Mind over Machine: the power of human intuition and expertise in the era of the computer*, Basil Blackwell: Oxford.

<sup>3</sup> SFIA (2011). *Skills Framework for the Information Age Foundation*, 5.0, SFIA Foundation, United Kingdom. Accessible at <http://www.sfia-online.org/>

**Table 2: Capability dimensions and levels aligned to SFIA<sup>4</sup>**

Levels Dimensions	Capability dimensions: Level 1	Capability dimensions: Level 2	Capability dimensions: Level 3	Capability dimensions: Level 4	Capability dimensions: Level 5	Capability dimensions: Level 6	Capability dimensions: Level 7
<b>Autonomy</b> <i>This relates to the level of interdependence, supervision and responsibility individuals possess for completing their work and making decisions</i>	Works under supervision. Uses little discretion. Is expected to seek guidance in unexpected situations.	Works under routine direction. Uses minor discretion in resolving problems or enquiries. Works without frequent reference to others.	Works under general direction. Uses discretion in identifying and resolving complex problems and assignments. Usually receives specific instructions and has work reviewed at frequent milestones. Determines when issues should be escalated to a higher level.	Works under general direction within a clear framework of accountability. Exercises substantial personal responsibility and autonomy. Plans own work to meet given objectives and processes.	Works under broad direction. Work is often self-initiated. Is fully accountable for meeting allocated technical and/or project/supervisory objectives. Establishes milestones and has a significant role in the delegation of responsibilities.	Has defined authority and responsibility for a significant area of work. Establishes organisational objectives and delegates responsibilities. Is accountable for actions and decisions taken by self and subordinates.	Has authority and responsibility for all aspects of a significant area of work, including policy formation and application. Is fully accountable for actions taken and decisions made, both by self and subordinates.
<b>Influence</b> <i>This relates to how an individual works with others, mobilises support for action, and impacts outcomes within a given context such as a workplace, role, profession, group, or organisation</i>	Interacts with immediate colleagues.	Interacts with and may influence immediate colleagues. May have some external contact with customers, suppliers and partners. May have more influence in own domain.	Interacts with and influences department/project team members. Has working level contact with customers and suppliers. In predictable and structured areas may supervise others. Makes decisions which may impact on the work assigned to individuals or phases of projects.	Influences team and specialist peers internally. Influences customers at account level and suppliers. Has some responsibility for the work of others and for the allocation of resources. Participates in external activities related to own specialism. Makes decisions which influence the success of projects, programmes, operations or team objectives.	Influences organisation, customers, suppliers, partners and peers on the contribution of own specialist expertise. Builds appropriate and effective relationships within and external to the organisation. Makes decisions which impact the success of operational plans or assigned projects.	Influences policy formation on the contribution of own specialist expertise to planned goals and objectives. Influences a function or a significant part of a business entity. Develops influential relationships with internal and external customers/suppliers/partners at senior management level, including industry leaders. Makes decisions which have significant impact on strategic outcomes and organisational success.	Makes decisions critical to organisational success. Influences developments within the industry and profession as a whole at the highest levels. Advances strategic interests across more than one or more organisation. Develops long-term strategic relationships with customers, partners, industry leaders and government.
<b>Complexity</b> <i>This relates to the scope and variables impacting individual capability and the extent to which their thinking and action is based upon rules (e.g. theory, constructs, models) or is guided by their intuition and judgement</i>	Performs routine activities in a structured environment. Requires assistance in resolving unexpected problems.	Performs a range of varied work activities in a variety of structured environments. Contributes to routine problem resolution.	Performs a broad range of work, sometimes complex and non-routine, in a variety of environments. Applies methodical approach to problem definition and resolution.	Performs a broad range of complex leadership or management and professional work activities, in a variety of contexts. Investigates, defines and resolves complex problems.	Performs an extensive range and variety of complex technical and/or professional work activities. Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts. Understands the relationship between own leadership and/or management thinking and styles with the wider customer/ organisational requirements.	Performs highly complex work activities covering multiple leadership and management dimensions and attributes. Contributes to the formulation and implementation of strategy. Thinks strategically beyond the scope of a function or profession. Creatively applies a wide range of leadership and/or management principles.	Leads on the formulation and implementation of strategy. Applies the highest level of management and leadership skills. Has a deep understanding of strategic purpose, customer and market trends, the industry and the implications of emerging technologies for the wider business environment.
<b>Skills</b> <i>This relates to the demonstrated application of the</i>	Undertakes a very limited set of well defined, highly predictable routine activities. Has limited capacity to adapt	Undertakes explicit, concrete tasks with a limited number of steps that are becoming routine. Plans and prioritises	Undertakes sets of mainly routine, familiar tasks involving a number of steps, as well as some tasks that are	Undertakes sets of familiar and unfamiliar tasks involving a number steps often involving associated	Undertakes routine and non-routine tasks requiring preparation and organisation. Plans and prioritises actions	Undertakes a high order of executive decision making and cross-functional leadership skills. Performs in	Undertakes a high order of executive decision making and cross-organisational liaison and leadership.

<sup>4</sup> SFIA (2011). *Skills Framework for the Information Age Foundation*, 5.0, SFIA Foundation, United Kingdom. Accessible at <http://www.sfia-online.org/>

<p><i>capability by a person</i></p>	<p>and transfer skills and knowledge within known routines, methods, procedures. Works according to agreed procedures, practices and standards with limited sense of how they can improve task performance.</p>	<p>using short term group actions and goals. Is adept at performing existing tasks and increasingly able to consciously modify or adapt to challenging situations or new goals or priorities.</p>	<p>non-routine. Plans and schedules routine operational activities. Performs familiar skilled activities without conscious thought or deconstruction into component parts.</p>	<p>considerations. Formulates, executes and reviews operational plans and goals. Performs familiar and increasingly unfamiliar activities without conscious thought.</p>	<p>in terms of medium term activities and goals. Performs often complex skilled activities in familiar and unfamiliar contexts without conscious thought.</p>	<p>often ambiguous and uncertain contexts and has to respond rapidly to unexpected situations. Thinks strategically and possesses the ability to independently assess and reconfigure established skills and practices.</p>	<p>Performs sophisticated conceptualisation, analysis and long term analytical thinking. Manages strategic activities that may involve a high degree of ambiguity and complexity. Contributes to the formation of new standards or improved ways of working.</p>
<p><b>Knowledge</b> <i>This relates to the knowledge required by a person to deploy the capability</i></p>	<p>Displays limited discretion and makes judgements with regards to the application of knowledge to allocated tasks. Works under supervision in a well-defined context, applies knowledge to complete routine tasks. Appreciates the desired outcomes and uses fundamental principles and concepts to complete well defined tasks.</p>	<p>Makes group and work level, independent judgements in a range of technical or specialised tasks in known contexts. Organises knowledge and applies fundamental principles and concepts to assist complete professional and technical tasks. Works collaboratively and in known situations can share known concepts and principles and promote quality output of others in a team.</p>	<p>With limited discretion and autonomy, makes operational level, judgements in a defined range of leadership or management functions in specialised contexts. Organises knowledge and adapts fundamental principles, concepts and techniques to competently perform in known, and often, unfamiliar situations. Works with familiar concepts and principles in a specialised area can increasingly transfer knowledge to unfamiliar situations and tasks.</p>	<p>With increasing discretion and autonomy, makes operational level, judgements in a range of leadership or management tasks in varied specialised contexts. Plans, analyses and reviews knowledge to competently perform in often, unfamiliar situations. Researches and investigates new and innovative tools, practices, concepts and principles.</p>	<p>Makes judgements in consultation with operational and professional peers in a range of leadership or management roles. Uses advanced theoretical models and creative approaches to investigate how knowledge may apply in a new or novel context. Contributes to the research and growth of knowledge that informs practice within a well-defined area of leadership or management specialisation.</p>	<p>Makes functional and professional level, independent judgements in a range of technical or management functions in varied specialised contexts. Uses advanced theoretical models and creative approaches to apply knowledge to new contexts. Contributes to the research and growth of knowledge that informs practice within a leadership or management specialisation.</p>	<p>Makes systems-level independent judgements in a range of specialised context. Modifies and develops theoretical models and creative approaches to apply knowledge to new situations and to advance leadership and management practice. Plans and executes original research. Generates new knowledge that raises the standard of leadership and management practice</p>

## 2. PERSONAL ATTRIBUTES

CATEGORY		PERSONAL ATTRIBUTES						
Description		Levels & Indicators						
Capability	Code	1	2	3	4	5	6	7
<b>1. Achievement Focus</b>  <i>The personal ability to appreciate own strengths and weaknesses and effectively relate to peers, employees and others in a manner that promotes collaboration and goal attainment. This includes being confident in own personal capacity, a drive to improve professional performance, and commitment to uphold the organisation's values and ethics.</i>	ACF	<p>Understands personal accountability for personal and professional outcomes</p> <p>Appreciates own values, beliefs and assumptions</p> <p>Demonstrates awareness of own proficiency or limitations with regard to use of both business and professional knowledge</p> <p>Regularly and proactively reviews own work to identify areas for improvement</p> <p>Evaluates personal effectiveness and confirms future career potential</p>	<p>Understands when to use a range of leadership styles appropriate to different people and situations</p> <p>Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations</p> <p>Investigates research and information from others that may add to personal knowledge</p> <p>Masters new professional, technical and business knowledge and continually looks to improve personal performance</p> <p>Undertakes assessment of potential and discusses with senior leaders possible development and career options</p>	<p>Identifies preferred leadership and professional career pathways</p> <p>Deals effectively with issues, problems and conflict</p> <p>Respects and manages differences between own and other's career values and preferences</p> <p>Encourages teams and operational areas to collaborate and build effective ways to work with each other</p> <p>Recognises and addresses issues and problems that impact on goal attainment and cooperation</p>	<p>Accurately estimates own contribution to work and professional outcomes</p> <p>Anticipates future changes and trends and aligns own capability and future potential</p> <p>Drives to achieve own potential and career potential</p> <p>Benchmarks own performance in a specialist area of practice against standards established by the organisation or relevant professional body</p>	<p>Analyses and evaluates personal effectiveness in developing the competence required to achieve high-level accountabilities and responsibilities</p> <p>Understands own strengths and limitations with respect to interacting with senior executives and professionals</p> <p>Maintains the personal drive and capabilities required to succeed</p> <p>Understands the impact personal styles and preferences have on organisational success</p>		
<b>2. Personal Learning and Mastery</b>  <i>The ability to identify and develop one's own technical skills and personal attributes such as character, resilience and emotional intelligence.</i>	PLM	<p>Isolates and understands own strengths and weaknesses</p> <p>Embraces learning as a lifelong activity</p> <p>Develops a career plan and recognises their own potential</p> <p>Develops their own technical competence in a role</p>	<p>Identifies own leadership and learning style</p> <p>Takes accountability for their own development</p> <p>Reflects on own performance and skill development needs</p> <p>Actively seeks new experiences</p> <p>Encourages opportunities for others to learn collaboratively and share knowledge</p> <p>Develops their own competence in a distinct discipline or professional field</p>	<p>Embraces challenges and opportunities to learn new skills</p> <p>Isolates the best learning mode for personal development need</p> <p>Develops personal coaching and training skills</p> <p>Develops personal resilience and ability to remain focused under pressure</p>	<p>Opens career options beyond a technical or discipline-specific pathway</p> <p>Handles ambiguity and inconsistencies that impact work</p>	<p>Proactively seeks out professional development on leading-edge business leadership practices</p> <p>Drives unrelentingly for recognition of personal and professional performance</p> <p>Cultivates existing and new national and international collaborative relationships that can enhance own learning and development</p>	<p>Actively encourages the search for more innovative and effective means to develop self and the competence of other leaders</p> <p>Translates national policy and industry leadership and professional development initiatives into organisational strategies and plans</p>	
<b>3. Adaptive Mindset</b>  <i>Deals with pressure, setbacks and challenges in an optimistic manner while learning from experience and responding to change and new situations in a positive manner.</i>	ADM	<p>Maintains a positive attitude despite stress and frustration</p> <p>Efficiently balances multiple personal, work and life priorities</p> <p>Bounces back from unfulfilled expectations and other setbacks</p> <p>Processes negative feedback in a positive and constructive manner</p>	<p>Confronts difficulties and adverse decisions or situations</p> <p>Maintains a positive outlook even when dealing with unrelenting difficulties</p> <p>Appreciates reality and the negative factors impacting personal and team performance</p> <p>Perseveres when confronted with difficult situations</p>	<p>Displays a high-performance work ethic and enduring commitment to attainment of allocated responsibilities</p> <p>Maintains calm when confronted by the unexpected</p> <p>Keeps negative emotions and disruptive impulses in check</p> <p>Demonstrates self-control, transparency, optimism and confidence that influences and builds positive relationships</p>	<p>Adjusts management style and approach to optimise outcomes</p> <p>Senses and responds appropriately to factors influencing individual or group responses to a decision or activity</p> <p>Reflects on experience and is open to new ways to improve practice</p> <p>Appreciates the wider context and emotional drivers influencing how</p>	<p>Plays a stabilising influence in even the most challenging situations</p> <p>Possesses the sophisticated self-awareness necessary to make appropriate evaluative judgements about people, events, organisations and processes</p> <p>Persists and overcomes obstacles to reach ambitious personal and organisational goals</p>		

CATEGORY		PERSONAL ATTRIBUTES						
Description		Levels & Indicators						
Capability	Code	1	2	3	4	5	6	7
		Regulates emotional response to difficult or challenging work conditions Remains calm under pressure	Identifies and manages personal levels of stress Maintains calm when faced with stressful situations or events	Identifies strategies to ensure team performance and quality of work is maintained when confronted with changing goals or priorities Defines priorities and rebalances operational resources in an efficient and effective manner	others respond to new or challenging situations			
<b>4. Cultural and Social Intelligence</b>  <i>Demonstrates sensitivity, regard and consideration of diversity and the global factors and cultural differences impacting a workforce or operational environment..</i>	CUL	Understands the link between an individual's norms and beliefs and the organisation's culture Embraces diversity and each individual's perspectives, values and beliefs Treats individuals with respect and acts to uphold their rights	Displays adaptability and flexibility when seeking input from others with different perspectives or beliefs Responds to diversity in the workplace with sensitivity Acknowledges and demonstrates sensitivity and displays respect for cultural differences	Encourages communication and participative working arrangement within their area of operation Recognises the complex interactions that occur between each individual's beliefs and values and the organisation's values Encourages collaborative practices that are consistent with the organisation's overall culture and strategy	Promotes a culture of inclusion and participation Harnesses diverse views and different perspectives to shape strategy and operational plans Encourages other leaders to act in a manner consistent with the organisation's values and beliefs	Builds a workplace culture compatible with and reinforcing the organisation's values and goals Ensures operational and business activities reinforce the organisation's culture Models and reinforces the organisation's culture and values	Understands the dynamic relationship between the organisation's culture and the cultural and values different professions may promote Establishes and reinforces a culture within the senior leadership/ management team Enhances the organisation's culture and values with external stakeholders	Sponsors workplace diversity principles and inclusive practices across the organisation Guides and mediates the alignment of the organisation's culture and values with the external operating environment, society and stakeholders Assists the organisation make contact with other entities sharing similar values, beliefs and aspirations
<b>5. Empathy</b>  <i>Recognises personal emotions and regulates responses based on sensitivity to the situation and the people involved</i>	EMP	Understands own character Identifies and correctly determines one's own underlying emotional and motivational drivers Acknowledges the impact that personal feelings and emotions on others Assesses the situation by viewing it from the other person's perspective	Shows sensitivity and respects the perspectives of other people and groups Examines the impact emotions have in the workplace Seeks to identify emotional state and feelings of others by identifying verbal and non-verbal cues Listens and displays concern, understanding and compassion for others Perceives and responds appropriately to the feelings and motivations of others	Expresses emotion appropriately within a workplace under pressure Assesses the impact emotions have in a team Provides opportunities for others to freely express and share emotions Models and consistently maintains empathy and respect for others in everyday activities Builds rapport with others based on open regard for their needs and requirements	Remains open and approachable when resolving highly sensitive and complex issues Promotes sensitivity in the handling of operational-level disagreements with stakeholders Builds and maintains a workplace culture of empathy and respect for others	Considers the implications that organisational strategy and decisions may have on others Gathers and reviews ideas and preferences of stakeholder to improve understanding of their feelings towards the organisation and its behaviour Presents professional or strategic views in a sensitive manner to audiences inside and outside the organisation		

### 3. CORE FUTURE CAPABILITIES

CATEGORY		CORE FUTURE CAPABILITIES						
DESCRIPTION		LEVELS & INDICATORS						
Capability	Code	1	2	3	4	5	6	7
<b>6. Critical Thinking</b>  <i>Uses a range of tools or methods to critically examine and assess existing thinking, assumptions and issues and to present well-reasoned conclusions or insights.</i>	CRT	Appreciates boundaries of current thinking and practice Undertakes basic analysis and interpretation to critically investigate existing thinking and methods Defines and analyses key information, data or questions accurately Frames questions that shape critical enquiry Assesses results from a critical analysis and makes logical conclusions	Undertakes basic research to critically analyse existing thinking and methods Can map and understand cause and effect relationships Establishes the methodology or theoretical framework to complete a routine inquiry or investigation Presents sound data and reasons to support insights Uses inductive or deductive reasoning to test existing thinking and assumptions	Researches and assesses current thinking and theory Makes linkages between seemingly unrelated but important data or information Develops new ways of understanding and overcoming deep-rooted problems Uses evidence-based insights to challenge existing thinking Infers implications and consequences from critical analysis	Assesses topics with multiple causes and effect relationships Modifies and refines basic investigative processes, techniques and tools to improve insights and results Works with others to challenge improvements to current thinking and practice Applies a range of critical analysis and investigation methods to solve problems	Contributes to the enhancement of current thinking or theoretical models Identifies and correctly applies a critical analysis approach or methods to solve complex problems Gathers research and reports findings that advance new intellectual or theoretical models Participates in industry or professional bodies advancing current research and thinking	Creates a culture of experimentation that nurtures creative thinking and questioning Fosters collaboration across diverse individuals or disciplines to stimulate new thinking and practices Evaluates breakthrough thinking or insights for wider adoption	Thinks and acts with a deep awareness of the whole-of-system Collaborates across a variety of contexts and disciplines to transform existing thinking Cultivates the active exchange of ideas and research between international experts or institutions
<b>7. Problem solving</b>  <i>Identifies problems, generates optimal solutions and makes recommendations.</i>	PBS	Collects, analyses and stores information Asks questions to build an understanding of steps to solve problems Breaks problems into simple lists or tasks to be actioned Uses basic rules and procedures to determine required action Reviews results using a range of critical analysis techniques and tools	Identifies single-step cause and effect relationships correctly Uses problem solving techniques to analyse and solve problems or issues Identifies what led up to the situation and immediate consequences Sees multiple linear steps of cause and effect Uses established methods to deal with discipline-specific, conventional problems Identifies and analyses alternatives to determine the optimal solution	Uses tools and techniques to identify multiple-step linear causes and effect Systematically breaks down complex problems into manageable parts Demonstrates good reasoning ability with moderately complex and varied problems Undertakes often complex causal analysis Anticipates and resolves problems before they adversely impact operations	Anticipates potential problems and obstacles and thinks ahead about next steps Identifies causal factors including steps that led up to the situation or patterns and similarities between different situations Considers multi-disciplinary perspectives when analysing and solving problems Integrates a large amount of information from diverse sources recommending solutions that span locations, disciplines or problems Identifies and removes root causes to problems Monitors and evaluates solutions implemented to resolve a problem	Maps interrelationships and complex causes and long term effects Recognises several likely causes and several likely consequences of actions Makes plans to maximise outcomes in the medium term, including contingency plans to deal with potential opportunities and problems Uses sophisticated methods to deal with complex, escalated problems Integrates complex multi-disciplinary perspectives Evaluates problem identification and analysis processes and solutions implementation	Identifies multiple chains of complex cause and effect Maps out complex processes with multiple inputs and multiple outputs Researches and anticipates problems and uncertainties in the environment likely to impact current operations Systematically breaks multi-dimensional problems into component parts Uses several analytical techniques to identify several solutions and weighs the pros and cons of each Contributes to improvement of problem solving processes, techniques and tools	Provides strategic responses to multi-dimensional, multi-disciplinary problems Monitors, analyses and reviews problems and developments in the environment to determine their long term impact on the organisation Develops predictive models or scenarios anticipating future problems and their effects Sponsors and promotes systematic and scientific approaches to thinking and problem solving
<b>8. Communication</b>  <i>Communicates with clarity and impact to facilitate individual and collective understanding, action and information exchange.</i>	COM	Uses business technology to retrieve, produce, store and send information Prepares workplace documentation and correspondence Communicates in a way that takes individual differences into account positively Listens and communicates clearly and effectively (verbally and in writing)	Develops and communicates information that is well structured and understood by the audience Collects and organises ideas and information in an accurate, concise and logical manner Produces a range of basic business documents Identifies and responds to non-verbal cues	Prepares and customises communications to ensure understanding by the proposed audience Implements knowledge and information sharing within a group context Prepares compelling presentations to groups on expert or specialist topics Adjusts communication style to optimise knowledge sharing and understanding by diverse groups	Plays an active role in facilitating productive interactions and removing barriers that limit input by others Prepares compelling presentations to influence others Coordinates the management and sharing of information and knowledge across groups Organises learning to improve managers use of information or knowledge management system	Promotes knowledge and information development and sharing within a major function, location or project Prepares compelling presentations to influence senior executives and external decision makers Prepares and presents specialist advice on a wide range of issues, demonstrating highly developed judgement and insight	Promotes knowledge and information development and sharing across the organisation Represents the organisation with authority and credibility in public forums and at events Develops communication plans to engage internal and external audiences Communications directly reinforce the organisation's brand and values	

CATEGORY		CORE FUTURE CAPABILITIES						
DESCRIPTION		LEVELS & INDICATORS						
Capability	Code	1	2	3	4	5	6	7
		Collects, organises and shares information with others	Fosters two-way communication for mutual understanding  Presents information in a compelling and effective manner	Establishes systems to analyse, evaluate and report information  Reports and presents information on complex topics in a clear and concise manner using a variety of formats and modes	Uses a variety of techniques and methods to effectively conduct difficult conversations  Confidently represents the organisation or business area in external communication processes	Establishes means to analyse information and knowledge  Takes decisions based on research, analysis and review of information and knowledge  Disseminates information to strategic and business stakeholders		
<b>9. Collaboration and Relationships</b>  <i>Works collaboratively and to build networks within and beyond the organisation. This includes being able to build and influence personal, stakeholder, and professional networks and relationships to optimise outcomes.</i>	REL	Identifies key internal and external stakeholders  Develops personal networks to achieve work and professional outcomes  Builds strong relationships for short- and long-term benefit	Identifies needs and imperatives of key internal or external stakeholders  Identifies concerns and expectations of stakeholders  Analyses the importance of specific stakeholders  Raises awareness and influences stakeholders required to support specific actions  Identifies and consciously maintains a network of contacts	Navigates organisational politics  Establishes relationships based on mutual goals and purpose  Manages key stakeholder relationships  Develops a stakeholder communication plan  Takes action to show stakeholders how their support can achieve mutually beneficial outcomes  Leverages internal and external relationships to secure support for specific actions or outcomes  Acts proactively to build mutually positive relationships and outcomes  Communicates effectively to promote collaboration between stakeholder groups	Builds networks of knowledge and expertise  Overcomes stakeholder resistance to projects and plans (e.g. change, program plans)  Develops systems to provide regular and accurate information to all employees and stakeholders  Seeks input from respected leaders in order to build support for planned actions  Establishes long-term partnerships exemplified by open exchange of information and ideas, and a willingness to undertake collaborative action  Attracts important relationships through other's recognition of personal and professional credibility  Manages stakeholder relationships and risk associated with operational plans and activities	Contributes to the expert body of knowledge possessed by the organisation and the profession  Acts as a reliable bridge between operational/business level and strategic level  Forges consensus across the organisation and select business partners to achieve agreed goals and objectives  Possesses legitimacy and support from the executive and/or board  Articulates and wins stakeholder support for the vision and strategic direction  Builds and leverages mutually beneficial relationships and networks across external bodies  Establishes profile with peers as a trustworthy source of the high-level professional and/or strategic knowledge	Advocates for the organisation in national and international forums  Secures support from strategic stakeholders to advocate for the organisation  Persuades national decision makers and stakeholders to actively pursue a course of action that supports the organisation's vision and purpose  Establishes enduring long-term strategic alliances and partnerships  Nurtures high-level relationships through the open exchange of strategic ideas, information and cooperation  Conveys a sense of confidence when interacting with strategic partners or key stakeholders	Influences and gains commitment from senior executives or Board members for strategic decisions  Builds positive relationships and national support for the organisation  Provides a positive image that reinforces the organisation's commitment to its strategic partners and the community  Mobilise support and enthusiasm for the organisation from national policy makers and executives or board members of public and private organisations  Forges direct linkages with important national and international level decision makers, regulators and organisations
<b>10. Customer Focus</b>  <i>Focuses on customer service requirements and acts proactively to raise the customer experience.</i>	CUS	Maintains a persistent focus on the customer (internal or external) and their requirements  Responds to customer requests promptly  Actively seeks to engage with customers to monitor their expectations and satisfaction  Thinks about customer's needs rather than their own	Regularly seeks out and acts on customer feedback  Isolates and correctly defines customer requirements  Responds to customer issues and acts with sincerity to secure a solution  Influences the customer to avoid poor choices that impact quality or their stated requirements  Adopts methods and techniques relevant to defined products and services that ensure the customer has a positive experience	Measures customer experience for a product/service area  Monitors the customer experience and seeks ways to add value to the customer relationship in the short term  Identifies critical customer touch points that impact customer experience and satisfaction  Analyses data and advises others on the customer experience targets and value proposition relating to a specific channel, product or service  Ensures service encounters reinforces the brand and organisational values	Manages operations to provide an exceptional customer experience  Designs and deploys robust service strategy with key performance indicators for measuring the customer-experience  Creates a compelling value proposition  Designs and develops products, services and solutions that build enduring customer relationships  Champions customer needs and overcomes internal obstacles to improving service and the customer experience	Manages the planning, evaluation, design and implementation of complex solutions for a customer  Monitors and undertakes anticipatory action to enhance the customer experience  Analyses and redesigns systems, processes, skills and technologies to enhance service capabilities at critical customer touch points  Establishes technology and systems to identify, capture and report on customer experience across a function  Initiates action to improve how the organisation addresses factors	Monitors and reports on the service strategy and targets for improving the customer experience  Analyses data on the customer experience and seeks ways to add value to the customer relationship in the medium- to long-term  Researches and gathers intelligence related to customer experience needs and wants  Establishes technology and systems to identify, capture and report on customer experience across the organisation	Holds senior leaders accountable for improving the customer experience  Incorporates balanced strategic targets for long-term customer relationship and value  Overseas research into customer experience and future needs and plans accordingly

CATEGORY		CORE FUTURE CAPABILITIES						
DESCRIPTION		LEVELS & INDICATORS						
Capability	Code	1	2	3	4	5	6	7
			Responds to changes in customer requirements Advocates honestly for the customer and problems they encounter			impinging upon the customer experience	Ensures the overall customer experience and value proposition reinforces the organisation's brand and values	
<b>11. Ethics and Compliance</b>  <i>Consistently models and promotes ethical practices in conformance with professional standards of behaviour and relevant compliance requirements.</i>	ETH	Knowledge of relevant professional standards of conduct, values and ethics Behaves in a compliant and ethical manner Understands the fundamentals of professional ethics and relationship with values, social responsibility, legal compliance	Exhibits uncompromising integrity and commitment to the organisation's values and ethical practices Knowledge of ethics in a specific workplace or team context Uses a range of ethical decision-making techniques appropriate to the people involved and the situation Exhibits strong understanding of regulatory requirements, rules and standards governing their actions Identifies compliance requirements and proactively corrects practices, processes or conduct to meet the expected standards or codes of conduct Describes accurately professional standards and compliance requirements and processes for a given situation	Leads and acts in an ethical manner consistent with the organisation's values and beliefs Makes operational and professional decisions with an accurate awareness of the ethical implications Analyses and correctly identifies the ethical considerations impacting a decision or work context Clearly communicates to others the regulatory requirements, codes of conduct, rules and standards governing collective action Demonstrates knowledge of relevant regulatory bodies Applies knowledge of compliance requirements to advise and guide others on specific compliance issues Monitors compliance with internal policies and procedures and external regulatory requirements to identify actual and potential breaches	Understands the relationship between ethic, morals and beliefs Applies in depth knowledge of current regulatory requirements to develop and maintain up to date compliance policies and procedures Models uncompromising integrity and commitment to professional and ethical standards Investigates and resolves compliance issues Communicates compliance requirements and secures relevant training for all employees Assists form and communicate a Code of Conduct to guide the behaviour of others Continually monitors business/operational compliance	Analyses and correctly identifies the ethical considerations impacting organisational decisions or choices Promotes effective operational compliance frameworks Continually monitors and prepares reports on organisational compliance Provides strategic advice on compliance matters including the effective management of risk at all levels Assesses effectiveness of controls and recommends changes to strengthen organisation compliance Leads an operational or business area with integrity	Promotes a culture of professionalism and integrity across the organisation Builds and embeds a culture of compliance throughout the organisation Sponsors the development and implementation of a Code of Conduct with specific guidance on professional and ethical standards and required behaviours Establishes and maintains strategic relationships with key external stakeholders including regulatory bodies	Promotes effective organisational governance and compliance management systems Seeks and actively responds to external review of organisational governance and compliance management audits Promotes compatible ethical practices and professional standards across the industry and with strategic partners
<b>12. Innovation</b>  <i>Stimulates and promotes innovation. This includes being able to identify and address root causes and connections between situations that may hinder innovation or limit efforts to transform thinking and practice.</i>	INV	Identifies opportunities to do things better Explores and evaluates innovative ideas and practices	Motivates team members to identify ideas for new practices, products or service Displays support for developing and testing new ideas and concepts Encourages and fosters innovation in a team Supports and integrates viable ideas within own area of responsibility Recommends and shares ideas and innovations with others where they fall outside area of responsibility	Understands different ways people think Creates a climate that fosters and encourages innovation Leads information sharing and innovation processes within and across projects or teams	Translates innovation into solutions that work Balances risks against the benefits to effectively advance new practices and ideas Identifies and sponsors innovative effort where it can generate benefit within a professional, strategic or operational context Establishes mechanisms for collecting and reviewing innovations that have an impact beyond a single team or operational area Takes calculated risks when trialling innovations or new practices	Challenges existing paradigms and ways of doing business/working Encourages transformational thinking and breakthroughs in how the organisation and how its business partners function Supports and encourages leaders to foster innovation Establishes formal processes by which leaders can evaluate and assess innovations or ideas Establishes systematic approaches to the conduct of innovation and improvement	Translates broad research and trends into ways the organisation can innovate Embeds the search for innovative solutions into the workplace culture Establishes processes and risk management tools for leaders to assess ideas or opportunities for innovation Establishes a process for capturing and managing commercially valuable innovations or ideas Acknowledges and rewards those achieving breakthrough thinking and innovations	Translates successful innovations beyond the organisation for the benefit of all Establishes actions to capture and share successful innovation Champions the roll out of successful improvements and ideas across the organisation and beyond Cultivates the active exchange of ideas and research between the organisation and international experts or institutions

CATEGORY		CORE FUTURE CAPABILITIES						
DESCRIPTION		LEVELS & INDICATORS						
Capability	Code	1	2	3	4	5	6	7
<b>13. Creative Thinking</b>  <i>Produces creative works, ideas or solutions that often extend current perspectives or practice.</i>	CTV	Appreciates boundaries of current thinking and practice  Thinks laterally  Discusses and develops ideas with other	Encourages and fosters creativity in others  Builds communities where people share, discuss and work together in developing ideas  Filters and objectively assesses ideas	Understands different ways people think  Creates a climate that fosters and encourages creative thinking  Builds teams with an appropriate mix of thinking and skills  Champions breakthrough thinking and creative solutions  Leads creative collaboration within and across processes or teams	Translates innovation into solutions that work  Balances risks against the benefits to effectively advance new practices and ideas  Leads information sharing and creative collaboration within and across locations or functions	Recognises and rewards creative thinking amongst employees and leaders  Establishes formal processes by which leaders can evaluate and assess innovations or creative ideas		

## 4. COMMON WORK AND MANAGEMENT CAPABILITIES

CATEGORY		COMMON WORK AND MANAGEMENT CAPABILITIES						
Description		Levels & Indicators						
Capability	Code	1	2	3	4	5	6	7
<b>14. Results Orientation</b>  <i>Takes action to maximise and effectively focus effort and resources in their area of operation to achieve superior results and outcomes.</i>	RES	Plans and completes work to schedule Demonstrates good attention to detail Displays conscientiousness and is hard-working Works well under pressure to meet tight deadlines Perseveres when others quit Completes assigned work to agreed standards and constraints	Develops work priorities Operates within budget and resource parameters Identifies and acts on opportunities to improve personal performance Overcomes obstacles to achieve consistent results Demonstrates ownership and drive to meet or exceed allocated goals	Develops plans to reach assigned objectives Plans for contingencies and deals effectively with setbacks Sets targets that stretch individual and team results and performance Holds self and others accountable for short term goals and results Assumes responsibility for attainment of group goals and results Monitors and proactively addresses discrepancies between actual and planned performance Monitors and responds to factors likely to impact attainment of operational goals and priorities	Plans operations and sets medium-term goals priorities that support the organisations planned outcomes Delegates authority and monitors operational performance Sets personally challenging targets to achieve higher levels of team performance Effectively deals with obstacles and exploits opportunities to exceed goals or expectations	Coordinates longer-term strategic planning and implementation processes Develops and clearly communicates performance standards and expectations Tailors operational and business strategies and approaches to accommodate market or customer demand Advocates for and influences organisational decisions that impact functional results and planned outcomes Collects and analyses data to monitor and assess business or functional results Establishes contingency plans and assists others to respond constructively to changed business priorities or conditions	Rigorously analyses and sets targets for improved strategic planning processes and reporting Identifies and responds to environmental factors that impact organisational operations and goals Seeks out and integrates professional expertise into the organisation to improve overall performance and delivery of planned outcomes Creates and aligns organisational structures, systems and resources to better achieve agreed results and planned outcomes	Demonstrates leadership and influence in driving organisational plans results Continually reviews business plans for their contribution to long-term strategies Adapts strategic priorities and business plans to accommodate changing market demands Reports business outcomes to external stakeholders and strategic partners Establishes annual reporting processes to confirm standards of performance for all employees and functions
<b>15. Teamwork</b>  <i>Builds and cooperates with others in a team to deliver the planned outcomes.</i>	TEW	Works cooperatively with others in team processes Diligently carries out their allocated responsibilities Actively and conscientiously contributes to the team Cooperates and responds to the needs of others in a team	Plans and coordinates allocated activities Engages and builds commitment within a work team Encourages and supports team member participation Encourages teamwork and effectively coordinates individual task completion Holds individuals accountable for their contribution to team objectives Deals effectively with issues, problems and conflict Keeps people informed and up to date Coordinates effectively the efforts between teams Inspires high performance within a team Defends collective decisions and underpinning beliefs or motivation	Initiates and develops team goals and plans and any communication or consultative processes Gains commitment to team objectives Responds proactively to changing circumstances and adjusts team plans and schedules when necessary Assigns responsibility for team outcomes based on individual capability Monitors progress in achieving team objectives Identifies and resolves conflict within a group setting	Monitors and enhances cooperation across multiple teams to maximise operational and business outcomes Coordinates and facilitates high performance in teams Leads the collaborative development and execution of team plans to deliver organisational strategy and goals Breaks down barriers between teams to encourage sharing of information, expertise and resources Holds teams accountable for delivery of operational and collective goals Reviews and takes action to ensure resources are sufficient to attain priority team results and goals	Promotes cooperation and reviews the performance of functional and business teams Removes organisational or functional barriers that impinge upon team performance and knowledge sharing Identifies and brings together the skills and qualities required for the high-level or strategic teams to succeed		

CATEGORY		COMMON WORK AND MANAGEMENT CAPABILITIES						
Description		Levels & Indicators						
Capability	Code	1	2	3	4	5	6	7
<b>16. Digital Acumen</b>  <i>Uses digital technology to undertake workplace tasks and outcomes.</i>	DIG	<p>Sets up and competently uses core personal computing and digital devices required for work and life</p> <p>Configures and operates digital technology in a safe and secure manner</p> <p>Installs and uses standard applications or software to create, edit, organise and retrieve information</p> <p>Searches, discovers, retrieves and shares information in digital environments</p> <p>Collaborates and communicates in a digital environment</p>	<p>Sets up and uses a range of digital technologies to explore, access, create, publish and share information relevant to specialist area of work</p> <p>Accurately assesses and responds to changes in technology, thinking or practices that affect customer behaviour</p> <p>Acquires the technological skills and capabilities required to optimise personal and work success</p> <p>Uses records, information and knowledge management functions and systems</p> <p>Assures the privacy and security of information creating, sharing or communicating with others in a digital environment</p>	<p>Processes and responds to intelligence on technology, skills and market changes in a timely manner</p> <p>Seeks, discovers and classifies information or data using a range of digital technologies</p> <p>Creates, communicates and collaborates with others using a wide range of digital devices, technologies and environments</p> <p>Establishes the minimum value proposition for adopting digital technologies or innovations within an area of work</p> <p>Sponsors rapid development of a prototype or the testing of new technologies</p>	<p>Organises the training of staff, revisions to the operational model and allocates resources required to effectively support technology adoption</p> <p>Uses technology to create fundamentally new ways to work, conduct business and reach customers or collaborative partners</p> <p>Establishes and recommends improvements to the management, creation or sharing of content, data or knowledge</p> <p>Manages team compliance with regulations, policies and standards guiding the use of digital information and technologies</p>	<p>Analyses and assesses the trends and value associated with new business models arising from disruptive innovations and global changes to markets</p> <p>Critically assesses and prepares a business case for the adoption of new technologies</p> <p>Identifies and promotes opportunities to use technology to optimise organisational, customer, process or operational outcomes</p> <p>Seek and accesses advice from appropriate experts to leverage digital and other technologies to achieve improved business outcomes</p>	<p>Researches trends in digital technologies or disruptions that may impact existing business models or professional practice</p> <p>Optimises long term strategic collaborative and data sharing arrangements with stakeholders and business partners</p> <p>Analyses and evaluates organisational benefit from the deployment of digital technologies</p> <p>Works with technical leaders to introduce technology solutions that improve organisational and customer outcomes</p>	
<b>17. Data Analysis</b>  <i>Systematically analyses and investigates data to find patterns or extract improved knowledge or insights.</i>	ALY		<p>Analyses data, visualises results and produces insights</p> <p>Cleanses, prepares and arranges data in fields correctly</p> <p>Uses simple tools and techniques to visualise and present data</p> <p>Interprets and constructs simple data models</p>	<p>Completes standard arithmetic and algebraic manipulation to monitor and analyse data</p> <p>Analyses complex data, visualises results and produces critical insights</p> <p>Investigates, interprets and constructs data analysis models</p> <p>Undertakes experimental designs and procedures</p>	<p>Uses a range of statistical methods to analyse data</p> <p>Uses sophisticated data analysis tools, techniques and algorithms to analyse and visualise results</p> <p>Investigates and interprets often complex data to identify patterns or optimise current knowledge</p> <p>Develops models to gain new insights or improve data analysis and reporting</p> <p>Troubleshoots data and undertakes error analysis</p>	<p>Uses advanced statistical modelling, data mining or machine learning techniques or technologies to generate insights and make recommendations</p> <p>Conducts advanced data analysis using advanced techniques and algorithms</p> <p>Develops algorithms that can effectively discover patterns or enhance operational decision making</p> <p>Develops sophisticated models to make discoveries or improved data analysis techniques or processes</p>	<p>Provides guidance in the design and deployment of advanced data analysis techniques and technologies</p> <p>Collates and enhances access to data and information to optimise intelligence and strategic decisions making</p> <p>Develops and uses new and novel techniques and algorithms to improve data analysis operations</p>	<p>Researches, anticipates and identifies statistical modelling, data mining or machine learning trends and technological developments</p> <p>Develops and uses new and novel techniques and algorithms to complete highly complex data analysis</p> <p>Develops predictive or prescriptive analytic models that optimise strategic decisions</p> <p>Contributes to improved statistical, machine-learning or other techniques to advance business or societal outcomes</p>

CATEGORY		COMMON WORK AND MANAGEMENT CAPABILITIES						
Description		Levels & Indicators						
Capability	Code	1	2	3	4	5	6	7
<b>18. Entrepreneurial Thinking</b>  <i>Makes connections between disparate ideas, challenges current thinking, practices and traditional models or assumptions, and actively uses knowledge to create new products, solutions or opportunities.</i>	ENT	Takes the initiative and acts in a proactive manner Seeks opportunities to extend and challenge personal perspective and knowledge Finds opportunities to share and discuss new ideas, approaches and knowledge	Addresses challenges and opportunities with passion Persists and remains positive even when confronted with challenges Seeks experiences that stretch current capabilities or fall outside their comfort zone Absorbs and learns from feedback, criticism and failures	Takes decisive action to overcome challenges and seize opportunities Establishes stretch goals that set realistic targets while extending current performance Maintains collective focus and attention on the outcomes being sought Codifies the business model, concept or idea Communicates an unambiguous vision for what is possible	Maintains and communicates a consistent message as to the entrepreneurial project or initiative's purpose Acts with courage and confidence to challenge or confront existing thinking or practices Leads the rapid iteration and development of a market-ready product or idea Manages the protection and enforcement of intellectual property rights Identifies opportunities for new programs, products, or services	Recognises long term opportunities in the marketplace and acts to seize them Develops and advocates for new business models or systems Identifies opportunities for new businesses, systems or thinking Encourages and sponsors others to break current boundaries of thinking and practice Acts proactively to extend or pivot the existing business, product or concept into new areas of activity		
<b>19. Project Management</b>  <i>Plans and manages projects to achieve targets and requirements.</i>	PRJ	Administers simple projects Defines a simple project Develops a detailed project plan Administers and monitors the project Finalises the project Reviews the project	Scopes and administers projects Identifies stakeholders' expectations Assists prepare project specifications and requirements Contributes to scope definition Applies project scope controls Scopes and manages independently varied, discipline-specific project work	Manages projects Defines project scope, specifications and requirements Estimates and correctly specifies resource requirements for the project Defines activities and sets schedules or programmes Develops a project plan Administers, reviews and adjust project plan Finalises the project	Leads the management of multiple projects Directs the integration of multiple projects in a program Procures resources for projects Directs the scope of projects Structures and schedules complex or multi project activities Manages project costs and risk Helps shape priorities. Monitors and reviews effectiveness of risk measures and controls for projects	Defines and leads high impact projects involving multiple disciplines Manages large and complex projects Coordinates and reviews procurement and contract arrangements Manages project implementation Establishes systems to review project integration and progress Coordinates project follow-up activities	Establishes project management governance and procedures frameworks Establishes project governance and compliance systems and frameworks Establishes financial control systems to monitor projects Review project reports and action where variations exist between actual and predicted targets	
<b>20. Process improvement</b>  <i>Improves process efficiency and enhances the overall quality of products, services or systems.</i>	PIM	Reviews own performance, looks at ways to improve Identifies opportunities to reduce costs or increase efficiency Encourages feedback from customers on quality of products and services Motivates employees to identify opportunities for improving existing products and/or services Embraces the imperative for quality and process improvement Actively seeks opportunities to improve people and processes	Understands a range of improvement techniques and approaches Sets expectations for the team to achieve high standards of quality and performance Consolidates and leverages gains to produce longer-term improvements Collaborates collective effort to enable continuous improvement Collects and analyses data to identify and support opportunities for improvement Monitors improvement initiatives to ensure planned results are achieved within agreed resource constraints	Sponsors and implements process improvement Conducts process improvement activities using group tools and techniques Critically appraises current activities and considers how they can be re-designed to better meet medium-term goals and indicators Seeks opportunities to continually improve operations, products and service systems, processes and skills Designs processes with an enduring focus on improving customer outcomes Sets improvement priorities that achieve high impact and, where	Drives a continuous improvement for a function, location or business unit Critically appraises current activities and considers how they can be re-designed to better meet long-term goals and indicators Identifies and tests new initiatives or breakthrough thinking or practices Energises and inspires peers to support improvement initiatives Translates operational goals and objectives into continuous improvement plans Standardises process inputs, activities and outputs by using best practices	Drives a continuous improvement approach across functions and discipline areas Establishes systems and technology to gather information necessary to continuously improve performance and processes Establishes standards and measures by which people and process performance may be gauged Ties continuous improvement systems to the organisation's values, vision and goals Researches and monitors competitors and emerging global practices to confirm opportunities for improvement in a functional	Operates with an awareness of global trends and current research into process and quality improvements Researches and monitors competitors and emerging global practices to confirm opportunities for improvement in the organisation Analyses complex interrelationships and value streams to identify opportunities for improvement that have a large multiplier effect Aligns major systems and operations within the organisation and its partners (e.g. suppliers) around quality and continuous improvement principles	Establishes a culture and system that drives improvement and involvement aligned with the vision and goals of the organisation and core stakeholders Lead of process and quality transformation efforts in the organisation Establishes organisation-wide reward and knowledge sharing systems to promote the business benefit and value of efforts to continuously improve

CATEGORY		COMMON WORK AND MANAGEMENT CAPABILITIES						
Description		Levels & Indicators						
Capability	Code	1	2	3	4	5	6	7
				possible, early wins to build momentum		area or a substantial component of the organisation Advocates for and solicits high-level support for major change and improvement initiatives	Communicates, sustains and advances improvements across the supply/value chain	
<b>21. Judgement and Decision Making</b>  <i>Analyses information and data to makes judgments and well-informed, effective, and timely decisions.</i>	JDM	Is sensitive to other people's culture, traditions and patterns of decision-making <b>Participates in decision making processes</b> Readily accepts and reviews expertise and input from others	Seeks and actively encourages feedback from all sources during decision making processes Encourages participation from others in decision making processes Maintains effectiveness of decision making processes across multiple contingencies and situations Encourages collaboration and participation in decision making processes	Promotes collaboration across teams, processes, projects or areas to attain a decision Accesses multiple sources inside and outside the organisation to inform decision making processes Accesses experts as required to make informed decisions Encourages feedback and input from others in the decision-making process Uses informal and formal communication channels to access information and data Uses a range of group decision making tools and techniques effectively	Knows the decision making hierarchy and gatekeepers within the organisation Makes decisions within limits of own professional qualifications and credentials Uses available information and communication technology to optimise collection, analysis and reporting or relevant data	Displays sound judgement and decision making Systematically gains support for a strategic decision or influences key stakeholders Assembles or builds coalitions to support and promote high-level decisions		
<b>22. Risk Management</b>  <i>Enhances and assures the organisation's management of risk and related governance requirements.</i>	RSK	Identifies and complies with governance requirements Identifies and reports risks within their work activities Identifies the risks and liabilities associated with the work area Complies with legislative, regulatory, business and other compliance requirements relevant to their work	Consistently applies the governance framework and required processes Analyses and evaluates the effectiveness of risk control Implements appropriate controls to remove or reduce risks within the team's operations Implements compliance programs Maintain formal risk registers and contract registers	Develops and implements governance management in area of responsibility or project work Establish goals and objectives for the program Identifies risks within the defined scope of the program Analyses the likelihood and potential impact of risks Selects and implements control programs Manage contract risk Determines compliance requirements and ensure minimum standards are maintained	Coordinates the management of governance across multiple sites and/or operations Maintains infrastructure and processes to manage risk across multiple sites and/or operations Educates and supports staff to manage risk Facilitates risk recovery Monitors and reviews risk management system Reviews compliance programs to ensure they remain up to date and effective	Establishes governance management systems and processes Influences management of risk at functional and business levels Manage and protect intellectual property Provides direction in risk management within a function or major business area or project Designs and develops compliance requirements and enabling policies and systems	Manages governance associated with major organisational plans and projects Provides strategic direction in risk management Manage risk associated with existing and development of new intellectual assets Researches risks and liabilities and identifies the appropriate strategic mitigation response Coordinates governance systems and the development of compliance requirements and risk management policies and systems	Works with other high-level representatives to build a governance structure that enhances organisational success Links governance responsibilities to wider imperatives (e.g. community, policy, industry, market and economic) in the operating environment Provides strategic direction in risk management within the organisation Enhances organisation-wide risk management capability and commitment to deliver effective corporate governance
<b>23. People and performance management</b>  <i>Manages performance and the capability development of individuals and groups in order to build individual and organisational success.</i>	PPF	Regularly evaluates outcomes against expected or planned results to determine personal performance Plans personal development based on career targets and feedback on individual performance	Initiates development discussions and documents agreed plans Provides timely and accurate feedback when individual performance fails to meet expectations Supports and encourages Coordinates recruitment and	Determines general development goals, based upon the requirements of current positions and team objectives Provides regular and specific feedback on performance Provides ongoing coaching to individuals Monitors and evaluates workplace learning and development activity	Completes and documents comprehensive assessments of individuals' competencies relevant to current and future roles Enhances employee retention and recruitment Sets challenging development goals in collaboration with team leaders	Systematically works on building workforce capability Determines specific individual development goals to maximise the overall capability of the function or department Actively seeks feedback and data from multiple sources to determine specific learning needs	Identifies and manages high potential/talented individuals within the organisation Coaches and mentors other managers Implements rigorous and multiple information systems to ensure accurate reporting of performance and development needs for the workforce	Assures the identification and management or high potential/ talented leaders within the organisation Monitors the alignment of the workforce capabilities with current and future strategic needs Actively seeks accurate data from multiple sources on the

CATEGORY		COMMON WORK AND MANAGEMENT CAPABILITIES						
Description		Levels & Indicators						
Capability	Code	1	2	3	4	5	6	7
		Reviews progress against personal development targets and milestones	conducts selection interviews for a role individuals who strive to improve and develop Distinguishes clearly between low and high performers in a team, based on performance against annual objectives Reviews and approves development requests	Identifies the key variables associated with high performance and focus appraisal and feedback processes on them Identifies and plan development priorities for a team	Provides ongoing mentoring to individuals and team leaders Identifies and manages high potential/talented individuals within a team/project/group Coordinates operational level learning strategy development and implementation	Implements development strategies to improve workforce dynamics and effectiveness Reviews learning systems continuously to assure alignment to workforce development and strategic needs	Applies sound commercial judgement in prioritising and implementing organisational learning and development strategies	organisation's specific performance and development needs
<b>24. Safety and Well-Being</b>  <i>Understands, encourages and implements the principles of integrated workplace health and safety.</i>	SWB	Follows safe work practices Takes action to provide a safe workplace for others Participates in health and safety consultative processes Follows health and safety policies and procedures to maintain professional standards	Advocates and monitors safe and environmentally sustainable work practices Raises the knowledge and skill of others in the team regarding health and safety policies and procedures Encourages consultation and participation in health and safety implementation Revises and implement more effective control methods and monitor their effectiveness Identifies sources of stress that affect personal performance and manages them effectively	Promotes health and safety systems and strategies in the workplace Commits resources and delegates responsibility to maintain an effective health and safety management system Maintains participative arrangements supporting implementation of workplace health and safety systems Implements and maintains procedures for identifying hazards and assessing and controlling risks Integrates health and safety in day-to-day planning and decision making	Develops and systematically implement health and safety systems and strategies within a workplace Develops, implements and promotes health and safety strategies, systems and plans Integrates health and safety management within the overall business plan Monitors and evaluate health and safety outcomes to identify areas for improvement Proactively monitors performance against health and safety targets and raises issues Encourages employees to balance work and life priorities	Leads and influences commitment to health and safety systems and strategies in a function or business area Integrates health and safety objectives that stretch overall performance expectations for the function or business Regularly evaluates the effectiveness of health and safety management systems Evaluates organisational performance against external standards and agreed industry benchmarks Develops and advises on health and safety standards and practices	Leads and influences health and safety commitment in a across functions or major operations (locations, projects, etc.) Ensures the implementation of effective health and safety management systems and strategies in all workplaces Promotes commitment to the organisation's health and safety management systems and strategies Coordinates and reviews health and safety policy, standards and practices	Leads and influences health and safety commitment in the organisation Actively sponsors the ongoing planning and implementation of the organisation's health and safety management systems and strategies Builds a safety-oriented culture that is embedded in everyday practices and processes Promotes health and safety policy, standards and practices across the organisation

## 5. SPECIFIC TECHNICAL AND PROFESSIONAL CAPABILITIES

CATEGORY		SPECIFIC TECHNICAL AND PROFESSIONAL CAPABILITIES						
DESCRIPTION		LEVELS & INDICATORS						
Capability	Code	1	2	3	4	5	6	7
<b>25. Technical Expertise</b>  <i>Applies specialised technical or functional skills, knowledge or competence to the employment and professional requirements associated with an area of practice.</i>	TEX							

## 6. LEADERSHIP CAPABILITIES

CATEGORY		LEADERSHIP CAPABILITIES						
DESCRIPTION		LEVELS & INDICATORS						
Capability	Code	1	2	3	4	5	6	7
<b>26. Leadership</b>  <i>Leads transformational processes and motivate staff and optimise the capabilities individuals and the workforce will require to enable sustained organisational success.</i>	LED	<p>Correctly identifies personal competencies, capacity and learning preferences</p> <p>Embraces the importance of lifelong learning</p> <p>Investigates and personally identifies team members who can provide appropriate skills instruction or expert knowledge</p> <p>Shares knowledge and skills with others</p>	<p>Assesses objectively the competencies of others in a team and their capacity to learn</p> <p>Identifies individual development needs and plans actions to address them</p> <p>Identifies and maximises workplace development opportunities for team members</p> <p>Actively coaches and encourages feedback from others</p> <p>Provides constructive feedback on personal competence in a timely and empathetic manner</p>	<p>Systematically identifies another individual/team competency need and plans to correct deficiencies</p> <p>Contributes to workforce planning to ensure the availability of required people capabilities</p> <p>Appreciates multiple learning styles individuals may possess</p> <p>Isolates the best learning mode (learn from others, learn from experience, learn off the job) for an individual's development need</p> <p>Coaches others to address barriers to action that may derive from an individual's lack of competence or motivation</p> <p>Analyses and assesses when to undertake coaching or mentoring for each individual/situation</p>	<p>Builds a climate that empowers individuals to embrace learning and development</p> <p>Uses agreed tools and techniques to identify and actively promote talent and individual potential</p> <p>Understands what motivates others to learn and share knowledge</p> <p>Mentors and develops other professionals or managers</p> <p>Identifies and fosters individual growth at all levels</p> <p>Opens new career pathways for individuals</p>	<p>Pro-actively seeks opportunities to develop other people's talent and career opportunities</p> <p>Assesses workforce learning and development needs at a functional, business or discipline/professional level</p> <p>Isolates and prioritises actions to address skill gaps that are essential for current performance</p> <p>Establishes frameworks to encourage and enable learning within and across disciplines and functions</p> <p>Collects and analyses data to help pinpoint cross-discipline or cross functional learning and development needs</p>	<p>Ensures learning across disciplines develops the workforce for current and future needs</p> <p>Coordinates and monitors workforce planning</p> <p>Removes barriers to learning and knowledge transfer across functions and with other organisations</p> <p>Establishes the systems and processes to identify potential and manage talent</p> <p>Facilitates effective job rotations and exchanges across functions and locations</p> <p>Actively promotes learning between people within and outside the organisation</p>	<p>Supports organisational learning that spans functions, locations and the value chain</p> <p>Stimulates and encourages a sustainable approach to leadership development</p> <p>Promotes the ability to learn and the speed of learning as an important organisational capability</p> <p>Promotes and stimulates viable career pathways across the organisation and beyond</p> <p>Analyses responds to qualitative and quantitative data on organisational development and learning needs</p> <p>Actively promotes learning and development as a major reason to work at the organisation</p>
<b>27. Engagement and Culture</b>  <i>Builds and reinforces a culture underpinning the vision, purpose and values the organisation aspires to achieve. This includes modelling positive attitudes, building trust and empowering individuals to act.</i>	ENC	<p>Builds trust and instils confidence through mutually respectful, two-way communication</p> <p>Remains in control and stays calm in often challenging situations</p> <p>Identifies and proactively considers the range of cultural differences in a given situation</p>	<p>Possesses personal credibility and trustworthiness</p> <p>Empowers others to take individual responsibility for achieving better outcomes</p> <p>Builds trust within a group and advocates for its members' interests</p> <p>Models and consistently acts with integrity</p> <p>Displays uncompromising regard and respect for considering different perspectives impacting actions and decisions in a specific situation</p> <p>Reinforces the positive relationship between individual action and the organisation's culture and values</p>	<p>Delegates and empowers other people to achieve agreed outcomes</p> <p>Understands the individual motivations and drivers that may cause conflict or prevent team members working towards agreed goals</p> <p>Listens to and actions feedback from others</p> <p>Respects information exchanged in confidence and is recognised as a trustworthy source of valuable information</p> <p>Understands the range of different perspectives, values, beliefs and behaviours and their impact on internal and external interactions</p> <p>Engages with social, economic and professional groups to enhance understanding of particular environments and situations</p>	<p>Establishes systems and mechanisms to promote workforce participation</p> <p>Vests the authority and resources necessary for employees to be empowered to act</p> <p>Keeps commitments and deals honestly with others</p> <p>Supports honest disclosure and information sharing</p> <p>Acknowledges and rewards contributions from others</p> <p>Engages with social, economic and professional groups to enhance understanding of different cultural and community perspectives</p>	<p>Displays confidence and trustworthiness to stakeholders and strategic partners</p> <p>Acknowledges and rewards contributions from others</p> <p>Keeps commitments and deals honestly with stakeholders and external business partners</p> <p>Can accurately identify and consider the historical, cultural, community and political elements impacting functions</p>	<p>Leads culture change within an organisation</p> <p>Can accurately identify the historical, cultural, community and political elements likely to have a long-term impact on strategy and direction</p> <p>Represents the organisation with sensitivity and a heightened awareness of global factors, elements and perspectives</p> <p>Promotes organisational-wide cultural awareness and behaviours</p>	<p>Guides and mediates the alignment of the organisation's culture and planning processes with the global environment</p> <p>Creates opportunities for different community, industry and professional groups communicate their values, beliefs and perspectives on the organisation's culture and behaviour</p> <p>Establishes and reinforces the organisation's culture and critical values with the senior leaders or decision makers</p>
<b>28. Agility</b>  <i>Anticipates and enhances responsiveness to change.</i>	AGY	<p>Identifies environmental factors directly affecting business and society</p>	<p>Establishes mechanisms for employees and customer to identify opportunities for</p>	<p>Anticipates and assesses how the future technology will impact the existing products and operations</p>	<p>Assesses the change readiness of a workforce</p>	<p>Researches technological and environmental trends and establishes plans and</p>	<p>Assesses the organisation's readiness to change</p>	<p>Encourages and leads the search for disruptive innovations</p>

CATEGORY		LEADERSHIP CAPABILITIES						
DESCRIPTION		LEVELS & INDICATORS						
Capability	Code	1	2	3	4	5	6	7
<p><i>This includes modelling positive attitudes to change and also enhance an organisation's capacity to respond quickly to strategic challenges and opportunities.</i></p>		<p>Contributes ideas and suggestions to improve work practices</p> <p>Maintains a positive outlook to change</p> <p>Identifies and deals with obstacles to change</p>	<p>improving existing products, practices or services</p> <p>Plans and engages others in transforming existing work practices or processes</p> <p>Executes change plans and allocates change roles and responsibilities</p> <p>Uses tools, methodologies and models used to improve process flexibility and responsiveness to customer needs</p> <p>Encourages and inspires people to overcome resistance to change</p> <p>Monitors progress against change plans</p>	<p>Adapts work methods or processes in response to new information, changing conditions, obstacles or uncertainty</p> <p>Analyses, plans and executes process-level change</p> <p>Coaches and provides feedback to others on change activities</p> <p>Reconciles conflicting priorities in order to achieve required change outcomes</p> <p>Reviews and adjust change plans, processes and responsibilities</p>	<p>Initiate action quickly when opportunities and challenges arise</p> <p>Investigates and develops new business models in response to emerging markets or disruptive innovations</p> <p>Researches and assesses the business benefit and impact of global digital disruption</p> <p>Researches and develops organisational responses to disruptive business models</p> <p>Puts mechanisms in place to review and monitor progress of change against agreed targets</p>	<p>mechanisms to assure organisational readiness</p> <p>Promotes systems that enhance flexibility and organisational responsiveness to new opportunities</p> <p>Anticipates and effectively manages the impact of disruptive technologies on how products and services are delivered to customers</p> <p>Acts as a lead agent for change</p> <p>Sets clear change planning and reporting processes and tools for other leaders to use</p> <p>Sets and prioritises change plans across functions and/or locations or business area</p> <p>Removes strategic and organisational-level barriers to change</p>	<p>Leads the design of major organisational transformational plans</p> <p>Designs structures, processes and systems the enhance organisational responsiveness to immediate or emerging opportunities</p> <p>Champions agile practices and methods across the organisation</p> <p>Anticipates and adjusts strategic projects or plans to overcome operational problems and barriers</p> <p>Monitors, evaluates and reports on the progress and success of strategic change initiatives</p>	<p>and business models that enhance organisational success</p> <p>Approves and sponsors transformational change plans that fit the organisation's vision, strategy and objectives</p> <p>Monitors the external environment to diagnose where external factors will impact change planning</p> <p>Monitors the environment for political, economic, social and technical developments that may affect the organisation's future</p> <p>Analyses and assesses data to reach a global view on relevant trends and environmental disruptions</p> <p>Mobilises support and creates a sense of enthusiasm for the organisation's future</p>
<p><b>29. Direction and Purpose</b></p> <p><i>Plans and establishes a compelling vision for a future state that inspire and influences commitment to a shared purpose.</i></p>	DRP	<p>Understands the importance of individual input into the shaping and development of a vision and values</p> <p>Ties the vision to a metaphor people can immediately translate into everyday work</p> <p>Displays resilience and tenacity in achieving planned work outcomes</p>	<p>Takes a future view that can be communicated to others</p> <p>Inspires commitment from others to the organisation's vision and purpose</p> <p>Analyses short-term constraints and opportunities within work area that may impact on performance</p> <p>Translates organisational vision and values into short-term actions that deliver quality results</p> <p>Reinforces the imperative to sustain commitment to an agreed direction</p> <p>Prioritises activities in terms of what will deliver greater short-term organisational and customer benefit</p>	<p>Leads processes to determine the medium-term priorities and goals</p> <p>Advocates for and seeks endorsement for medium-term plans and goals</p> <p>Communicates a vision of the future being targeted</p> <p>Takes broad vision and translates this into actions at a team or operational level</p> <p>Prioritises activities in terms of what will deliver greater medium-term organisational and customer benefit</p> <p>Sets aspirational goals that stretch performance</p> <p>Confirms and allocates resource requirements sufficient to achieve plans and budget targets</p> <p>Inspires team commitment to its core purpose</p>	<p>Promotes the organisation's vision and purpose to major stakeholders</p> <p>Advocates for and seeks endorsement for longer term strategic plans and goals</p> <p>Navigates internal planning processes and politics</p> <p>Manages strategically to ensure goal attainment and optimisation of financial, operational and customer outcomes</p>	<p>Communicates with passion and conviction the long-term vision for the organisation</p> <p>Engages the motives, values, and goals of other leaders to achieve commitment to champion the organisation's vision and purpose</p> <p>Maintains professional views even in the face of strident opposition</p> <p>Is prepared to promote and advocate for market or strategic opportunities</p> <p>Makes substantive contributions to strategic planning processes</p> <p>Monitors and consistently modifies strategy to respond to political, economic, market and social change in a timely manner</p>	<p>Develops strategic reporting and evaluation methodologies</p> <p>Instils and reinforces a vision and positive leadership mindset while working across functional boundaries and all locations of the organisation</p> <p>Monitors and reports on strategy execution and progress</p> <p>Displays a deep appreciation for the strategic opportunities and challenges facing the organisation</p> <p>Conveys the organisational direction and values positively to high-level decision makers (e.g. Board, shareholders, government)</p> <p>Implements strategies that successfully deliver outcomes that achieve the organisation's vision and purpose</p> <p>Advocates for organisation's purpose in national forums and professional conferences</p>	<p>Sponsors the construction and review of the long term vision, values and purpose of the organisation</p> <p>Confirms and reports organisational progress against strategic targets</p> <p>Tests the alignment of organisational-wide plans and change initiatives against vision, values and purpose aspired to in the long-term</p> <p>Draws accurate conclusions from strategic data and other information to ensure the organisation is positioned to meet future challenges</p> <p>Assists communicate the organisation's vision to the wider industry and national decision makers</p>