



# ILS support tools

Leadership pathway: Individual profile SES Band 2



# SES Band 2 profile

Shapes strategic thinking	Achieves results	Cultivates productive working relationships	Exemplifies personal drive and integrity	Communicates with influence
<p><b>Inspires a sense of purpose and direction</b></p> <p>Champions the organisation's vision and goals and promotes a shared commitment to the strategic direction. Helps create organisational strategies that are aligned with government objectives and likely future requirements. Encourages others' input and communicates expected outcomes from organisational strategies.</p> <p><b>Focuses strategically</b></p> <p>Understands the organisation's role within society and considers multiple perspectives when assessing the ramifications of key issues on the organisation and community. Provides advice to government that reflects analysis of a broad range of issues and the whole of government agenda. Considers emerging trends, identifies long-term opportunities and aligns organisational operations with strategic priorities.</p>	<p><b>Builds organisational capability and responsiveness</b></p> <p>Focuses on activities that support organisational sustainability. Nurtures talent and engages in succession planning. Facilitates information accessibility and sharing. Looks for ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. Monitors and manages resourcing pressures for optimum outcomes. Creates a flexible environment that enables others to meet changing demands.</p> <p><b>Marshals professional expertise</b></p> <p>Integrates professional expertise into the organisation to improve overall performance and delivery of organisational outcomes. Manages contracts judiciously. Actively ensures relevant professional input from others is obtained and shares own experience.</p>	<p><b>Nurtures internal and external relationships</b></p> <p>Builds and sustains relationships within the organisation, with the Minister's office, across the APS and with a diverse range of external stakeholders. Encourages stakeholders to work together, and establishes cross-agency approaches to address issues. Shows a commitment to client service through own actions and those of the organisation.</p> <p><b>Facilitates cooperation and partnerships</b></p> <p>Consults broadly to obtain buy-in. Draws on the knowledge of key stakeholders within and outside the organisation and facilitates cooperation by sharing information. Promotes information exchange by maintaining open communication channels. Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour. Anticipates and resolves conflict.</p>	<p><b>Demonstrates public service professionalism and probity</b></p> <p>Adheres to and promotes the APS Values and Code of Conduct and aligns business processes accordingly. Addresses breaches of protocol and probity. Operates professionally and within the boundaries of organisational processes and legal and public policy constraints. Represents the organisation effectively in public and internal forums, and advocates the corporate agenda.</p> <p><b>Engages with risk and shows personal courage</b></p> <p>Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Clearly voices own opinion and challenges difficult or controversial issues. Stands by own position and supports others when required. Takes responsibility for mistakes and learns from them. Seeks guidance and advice when required.</p>	<p><b>Communicates clearly</b></p> <p>Confidently presents messages in a clear, concise and articulate manner. Focuses on key points for the audience and states the facts. Structures message for brevity and presents message with precision and confidence, harnessing the most appropriate methods of communication. Creates meaning for the audience by using analogies and stories to illustrate key points.</p> <p><b>Listens, understands and adapts to audience</b></p> <p>Seeks to understand the audience and adapts communication style and message to meet their needs. Listens carefully to others and ensures their views have been understood. Anticipates reactions and prepares a response to address the audience's concerns. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p>
<p><b>Harnesses information and opportunities</b></p> <p>Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Positions the organisation to seize opportunities and minimise threats. Addresses any critical information gaps. Uses knowledge of the organisation to tailor approaches to different issues.</p> <p><b>Shows judgment, intelligence and commonsense</b></p> <p>Applies intellect and knowledge to weigh up information and identify critical factors and issues. Demonstrates effective judgement to weigh up options and develop realistic solutions. Anticipates risks, addresses them quickly and helps others to recognise them. Capitalises on innovative alternatives to resolve complex problems.</p>	<p><b>Steers and implements change and deals with uncertainty</b></p> <p>Oversees the implementation of multiple change initiatives with a focus on the desired outcomes. Defines high-level objectives and ensures translation into practical implementation strategies. Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility. Actively ensures stakeholders are kept informed during times of change.</p> <p><b>Ensures closure and delivers on intended results</b></p> <p>Drives a culture of achievement, and fosters a quality focus in the organisation. Ensures ideas and intended actions become reality and that planned projects result in expected outputs. Enables the achievement of outcomes by identifying and removing potential barriers to success. Keeps stakeholders informed of progress and any issues that arise.</p>	<p><b>Values individual differences and diversity</b></p> <p>Capitalises on the positive benefits that can be gained from diversity and harnesses different viewpoints. Uses understanding of differences to anticipate reactions and enhance the operation of the organisation. Recognises the different working styles of individuals, anticipates reactions and tries to see things from different perspectives.</p> <p><b>Guides, mentors and develops people</b></p> <p>Identifies and develops talent. Encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages under-performance. Offers support in times of high pressure. Celebrates success and engages in activities to maintain morale.</p>	<p><b>Commits to action</b></p> <p>Commits to achieving key outcomes for the organisation and uses personal drive, focus and energy to enthuse others. Galvanises others to act. Acts decisively and initiates urgent action to overcome difficult problems.</p> <p><b>Displays resilience</b></p> <p>Persists and focuses on achieving organisational objectives even in difficult circumstances. Monitors own emotional reactions and responds to pressure in a controlled manner. Overcomes obstacles and rapidly recovers from setbacks. Displays a positive outlook in difficult situations.</p> <p><b>Demonstrates self awareness and a commitment to personal development</b></p> <p>Has a high level of self-awareness and acknowledges areas of both strength and limitation. Confidently promotes areas of strength and proactively identifies learning opportunities to extend skills and experience. Reflects on the impact of own behaviour on others and is responsive in adjusting behaviour.</p>	<p><b>Negotiates persuasively</b></p> <p>Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Focuses on the way in which the message is delivered, and uses techniques to illustrate the argument persuasively. Anticipates the position of the other party, and is aware of the extent of potential for compromise. Acknowledges and addresses disagreements to facilitate mutually beneficial solutions. Identifies key stakeholders and engages their support. Focuses on the desired objectives and ensures negotiations remain on track.</p>

Note: shaded areas represent critical transition points.

# Capability descriptions and behavioural indicators

## Shapes strategic thinking

SES2

Capability	Inspires a sense of purpose and direction	Focuses strategically	Harnesses information and opportunities	Shows judgement, intelligence and commonsense
Description	<p>Champions the organisation's vision and goals and promotes a shared commitment to the strategic direction. Helps create organisational strategies that are aligned with government objectives and likely future requirements. Encourages others' input and communicates expected outcomes from organisational strategies.</p>	<p>Understands the organisation's role within society and considers multiple perspectives when assessing the ramifications of key issues on the organisation and community. Provides advice to government that reflects analysis of a broad range of issues and the whole of government agenda. Considers emerging trends, identifies long-term opportunities and aligns organisational operations with strategic priorities.</p>	<p>Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Positions the organisation to seize opportunities and minimise threats. Addresses any critical information gaps. Uses knowledge of the organisation to tailor approaches to different issues.</p>	<p>Applies intellect and knowledge to weigh up information and identify critical factors and issues. Demonstrates effective judgement to weigh up options and develop realistic solutions. Anticipates risks, addresses them quickly and helps others to recognise them. Capitalises on innovative alternatives to resolve complex problems.</p>
Behavioural indicators	<ul style="list-style-type: none"> <li>* Champions the vision and communicates the way forward; encourages others' input to strategic plans.</li> <li>* Contributes to the development of organisational strategies that are linked with government objectives and are focused on the future; shares this vision with others.</li> <li>* Builds a shared sense of purpose and direction by explaining the vision—why it has been developed and how elements of the strategy fit together.</li> <li>* Steers the vision through the organisation; communicates the parameters and expectations surrounding the strategy.</li> </ul>	<ul style="list-style-type: none"> <li>* Positions advice to government in a broad context, with reference to stakeholder interests and the whole of government agenda.</li> <li>* Focuses on the future and aligns business operations with corporate strategies and priorities.</li> <li>* Considers multiple perspectives when contemplating the impact key issues may have on the organisation and wider community.</li> <li>* Thinks conceptually about long-term opportunities and contemplates a wide range of strategic options in conjunction with emerging trends.</li> <li>* Conceptualises the role of the organisation in society and considers community expectations.</li> </ul>	<ul style="list-style-type: none"> <li>* Understands the cultural, social, historical and political factors affecting the organisation; uses this knowledge to tailor different approaches to issues.</li> <li>* Identifies critical information gaps and ensures required information is obtained.</li> <li>* Investigates and applies contemporary best practice approaches in both public and private organisations, nationally and internationally.</li> <li>* Recognises and is sensitive to changes in the internal and external environments; uses resulting information to position the organisation to capitalise on emerging opportunities and minimise threats.</li> <li>* Draws on information and alternative viewpoints from a variety of sources; monitors information channels such as the media, the Internet and Hansard to understand new issues of importance to the government. Explores new ideas with an open mind.</li> </ul>	<ul style="list-style-type: none"> <li>* Quickly identifies relationships between issues, synthesises complex information and discerns the key implications for the organisation in the context of government priorities.</li> <li>* Anticipates problems and addresses them quickly; develops strategies and thinks through contingencies to manage risk.</li> <li>* Weighs up options and applies sound judgement to develop realistic solutions for the organisation.</li> <li>* Generates and capitalises on innovative solutions to effectively resolve complex problems.</li> <li>* Works effectively in situations of ambiguity and with issues that cannot be immediately resolved.</li> </ul>

Capability	<b>Builds organisational capability and responsiveness</b>	<b>Marshals professional expertise</b>	<b>Steers and implements change and deals with uncertainty</b>	<b>Ensures closure and delivers on intended results</b>
Description	<p>Focuses on activities that support organisational sustainability. Nurtures talent and engages in succession planning. Facilitates information accessibility and sharing. Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. Monitors and manages resourcing pressures for optimum outcomes. Creates a flexible environment that enables others to meet changing demands.</p>	<p>Integrates professional expertise into the organisation to improve overall performance and delivery of organisational outcomes. Manages contracts judiciously. Actively ensures relevant professional input from others is obtained and shares own experience.</p>	<p>Oversees the implementation of multiple change initiatives with a focus on the desired outcomes. Defines high-level objectives and ensures translation into practical implementation strategies. Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility. Actively ensures stakeholders are kept informed during times of change.</p>	<p>Drives a culture of achievement, and fosters a quality focus in the organisation. Ensures ideas and intended actions become reality and that planned projects result in expected outputs. Enables the achievement of outcomes by identifying and removing potential barriers to success. Keeps stakeholders informed of progress and any issues that arise.</p>
Behavioural indicators	<ul style="list-style-type: none"> <li>* Creates a flexible organisational environment that enables people to move between projects to meet changing demands.</li> <li>* Attracts and recruits talent; engages in succession planning to nurture talent and contribute to organisational sustainability.</li> <li>* Monitors resourcing pressures and implements strategies to ensure the best results are obtained for the organisation.</li> <li>* Challenges the status quo by looking for ways to improve effectiveness, harnesses the potential of technology and implements continuous improvement activities.</li> <li>* Facilitates information accessibility and sharing to create knowledge management strategies.</li> </ul>	<ul style="list-style-type: none"> <li>* Strikes a balance between using external expertise and internal knowledge and experience.</li> <li>* Supplements internal knowledge with technical expertise from external providers and other government organisations. Manages contracts judiciously.</li> <li>* Consults internal experts; taps into their technical and professional knowledge and experience to improve organisational outcomes.</li> <li>* Contributes own expertise for the benefit of the organisation; encourages others to draw upon this knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>* Drives multiple change initiatives, oversees implementation and ensures that focus on end goals is maintained.</li> <li>* Adopts a planned approach to the management of programs; develops organisational plans that define required outcomes.</li> <li>* Operates effectively in an environment of ongoing change; maintains a flexible approach to achieve organisational objectives.</li> <li>* Shares appropriate information with stakeholders during times of change, anticipates likely objections and addresses them in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>* Commits to targets and strives to achieve results; encourages others to do the same.</li> <li>* Identifies, and seeks to remove, barriers to achieving desired organisational outcomes.</li> <li>* Adopts a 'no surprises' policy; ensures that key stakeholders are kept appropriately informed of progress.</li> <li>* Fosters a quality focus across the organisation and accepts accountability for achieving agreed outcomes.</li> <li>* Reviews the progress of key programs and stays focused on achieving outcomes.</li> </ul>

Capability	Nurtures internal and external relationships	Facilitates cooperation and partnerships	Values individual differences and diversity	Guides, mentors and develops people
Description	<p>Builds and sustains relationships within the organisation, with the Minister's office, across the APS and with a diverse range of external stakeholders. Encourages stakeholders to work together, and establishes cross-agency approaches to address issues. Shows a commitment to client service through own actions and those of the organisation.</p>	<p>Consults broadly to obtain buy-in. Draws on the knowledge of key stakeholders within and outside the organisation and facilitates cooperation by sharing information. Promotes information exchange by maintaining open communication channels. Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour. Anticipates and resolves conflict.</p>	<p>Capitalises on the positive benefits that can be gained from diversity and harnesses different viewpoints. Uses understanding of differences to anticipate reactions and enhance the operation of the organisation. Recognises the different working styles of individuals, anticipates reactions and tries to see things from different perspectives.</p>	<p>Identifies and develops talent. Encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages under-performance. Offers support in times of high pressure. Celebrates success and engages in activities to maintain morale.</p>
Behavioural indicators	<ul style="list-style-type: none"> <li>* Proactively builds cross-agency relationships; establishes cross-agency approaches to address issues.</li> <li>* Invests time to sustain and broaden networks; engages the support and allegiance of informal networks in formal situations.</li> <li>* Builds and sustains a diverse range of relationships with key people in other organisations such as the Minister's office, the private sector, industry groups and other relevant stakeholder groups.</li> <li>* Encourages key stakeholders to work together; recognises, and capitalises on, opportunities for mutual benefit.</li> <li>* Takes steps to ensure the provision of prompt, efficient and responsive client service personally, and through the activities of the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>* Facilitates cooperation between organisations by sharing information; maintains a cross-government focus.</li> <li>* Anticipates conflict and uses appropriate strategies to resolve conflict when it arises.</li> <li>* Models effective team working behaviours; works collaboratively and cooperatively and rewards those behaviours in others.</li> <li>* Draws on the knowledge of key stakeholders within and outside the organisation; seeks input from the portfolio Secretary or CEO on contentious issues.</li> <li>* Consults broadly to obtain buy-in; shares information and facilitates the exchange of information by maintaining open communication channels.</li> </ul>	<ul style="list-style-type: none"> <li>* Discerns the differing and preferred working styles of individuals and uses this information to enhance the operation of the organisation.</li> <li>* Capitalises on the diversity present in the organisation; harnesses different viewpoints.</li> <li>* Anticipates when different stakeholders may clash due to differing views, cultural perspectives or drivers; adopts strategies to address these.</li> <li>* Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.</li> </ul>	<ul style="list-style-type: none"> <li>* Engages in activities to maintain optimism and enthusiasm; implements formal and informal team-building activities.</li> <li>* Assists people in managing their time and emotional response when under high levels of pressure.</li> <li>* Makes time for people despite competing priorities, particularly when people are challenged or during difficult times.</li> <li>* Identifies and nurtures talent; provides talented people with access to targeted and stretching development opportunities.</li> <li>* Delegates responsibility for work appropriately and provides people with opportunities to take ownership; provides people with the opportunity to build their capability.</li> <li>* Celebrates success; acknowledges and rewards achievements.</li> <li>* Provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution.</li> <li>* Sets performance standards and conducts regular reviews; identifies and constructively addresses under-performance.</li> </ul>

Capability	Demonstrates public service professionalism and probity	Engages with risk and shows personal courage	Commits to action	Displays resilience	Demonstrates self-awareness and a commitment to personal development
Description	<p>Adheres to and promotes the APS Values and Code of Conduct and aligns business processes accordingly. Addresses breaches of protocol and probity. Operates professionally and within the boundaries of organisational processes and legal and public policy constraints. Represents the organisation effectively in public and internal forums, and advocates the corporate agenda.</p>	<p>Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Clearly voices own opinion and challenges difficult or controversial issues. Stands by own position and supports others when required. Takes responsibility for mistakes and learns from them. Seeks guidance and advice when required.</p>	<p>Commits to achieving key outcomes for the organisation and uses personal drive, focus and energy to enthuse others. Galvanises others to act. Acts decisively and initiates urgent action to overcome difficult problems.</p>	<p>Persists and focuses on achieving organisational objectives even in difficult circumstances. Monitors own emotional reactions and responds to pressure in a controlled manner. Overcomes obstacles and rapidly recovers from setbacks. Displays a positive outlook in difficult situations.</p>	<p>Demonstrates a high level of self-awareness and acknowledges areas of both strength and limitation. Confidently promotes areas of strength and proactively identifies learning opportunities to extend skills and experience. Reflects on the impact of own behaviour on others and is responsive in adjusting behaviour.</p>
Behavioural indicators	<ul style="list-style-type: none"> <li>* Aligns business processes with the APS Values.</li> <li>* Leads by example and maintains high standards of professionalism and impartiality; expects and encourages team and colleagues to apply the same high standards.</li> <li>* Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way; addresses breaches of protocol and probity in an appropriate manner.</li> <li>* Treats people fairly and equitably and is transparent in dealings with them.</li> <li>* Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions.</li> <li>* Understands and operates within legal and public policy constraints and limitations.</li> <li>* Represents the organisation in public forums; appropriately supports and promotes the organisation's agenda.</li> <li>* Presents a united leadership voice; supports other leaders.</li> </ul>	<ul style="list-style-type: none"> <li>* Makes tough corporate decisions that are in the best interests of the government (even when these may not be popular).</li> <li>* Encourages and contributes to debate on own ideas and the ideas of others; stands own ground and supports others when appropriate.</li> <li>* Confronts difficult or controversial issues directly with others; is willing to make an unpopular stand and clearly voice own position.</li> <li>* Provides forthright and impartial advice in a constructive manner that facilitates the achievement of government outcomes.</li> <li>* Takes ownership for decisions and accepts responsibility when things go wrong; learns from mistakes.</li> <li>* Seeks advice and guidance; admits to not always knowing the answer to a question.</li> </ul>	<ul style="list-style-type: none"> <li>* Takes the initiative and acts decisively to move things forward.</li> <li>* Shows drive, energy and initiative; gets involved and galvanises others to act to deliver key results for the organisation.</li> <li>* Initiates urgent action and is responsive when there are significant issues to address.</li> </ul>	<ul style="list-style-type: none"> <li>* Quickly recovers from setbacks and maintains momentum; sustains high levels of effort toward the achievement of outcomes.</li> <li>* Demonstrates tenacity and persists with initiatives that are of benefit to the organisation and/or government.</li> <li>* Maintains an optimistic outlook and focuses on the positives in difficult situations.</li> <li>* Monitors own emotional reactions, remains calm and maintains focus when faced with criticism or pressure.</li> </ul>	<ul style="list-style-type: none"> <li>* Regularly reflects on the impact of own behaviour on others to identify opportunities to increase effectiveness; adjusts behaviour accordingly.</li> <li>* Focuses on own development; identifies new challenges to extend experience.</li> <li>* Confidently promotes areas of strength and knowledge within limits of own expertise.</li> <li>* Regularly seeks feedback on performance; translates negative feedback into actions for improvement.</li> <li>* Examines own behaviour and performance; identifies strengths and development needs.</li> </ul>

Capability	Communicates clearly	Listens, understands and adapts to audience	Negotiates persuasively
Description	<p>Confidently presents messages in a clear, concise and articulate manner. Focuses on key points for the audience and states the facts. Structures message for brevity and presents message with precision and confidence, harnessing the most appropriate methods of communication. Creates meaning for the audience by using analogies and stories to illustrate key points.</p>	<p>Seeks to understand the audience and reads their non-verbal cues. Adapts communication style and message to meet their needs. Listens carefully to others and ensures their views have been understood. Anticipates reactions and prepares a response to address the audience's concerns. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p>	<p>Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Focuses on the way in which the message is delivered, and uses techniques to illustrate the argument persuasively. Anticipates the position of the other party, and is aware of the extent of potential for compromise. Acknowledges and addresses disagreements to facilitate mutually beneficial solutions. Identifies key stakeholders and seeks their support. Focuses on the desired objectives and ensures negotiations remain on track.</p>
Behavioural indicators	<ul style="list-style-type: none"> <li>* Engages the audience; uses anecdotes and analogies to illustrate key points and bring messages to life.</li> <li>* Presents key information effectively; outlines the implications and ensures key conclusions are conveyed.</li> <li>* Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience.</li> <li>* Presents messages with precision and confidence and selects the appropriate medium for maximum effect.</li> <li>* Structures messages clearly and succinctly, both orally and in writing.</li> </ul>	<ul style="list-style-type: none"> <li>* Adjusts presentation style on the basis of subtle non-verbal cues.</li> <li>* Maximises personal communication strengths and takes into account shortcomings.</li> <li>* Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back.</li> <li>* Anticipates the likely reaction of the audience to a message and adjusts approach to gain maximum impact.</li> <li>* Tailors communication style and language according to the audience's level of knowledge, skill and experience.</li> </ul>	<ul style="list-style-type: none"> <li>* Pitches messages in a way that facilitates the desired outcomes; uses techniques to illustrate the argument persuasively.</li> <li>* Ensures that negotiations remain focused on the important issues.</li> <li>* Acknowledges differences of opinion and addresses disagreements objectively.</li> <li>* Offers a convincing rationale and makes a strong case without getting personal or aggressive.</li> <li>* Identifies key stakeholders and seeks their support early in the negotiation.</li> <li>* Analyses other people's agendas and identifies potential 'weak spots'; determines the extent of potential compromise for all parties.</li> <li>* Positions case by clearly highlighting its merit, avoids overselling by acknowledging risks and potential disadvantages.</li> </ul>