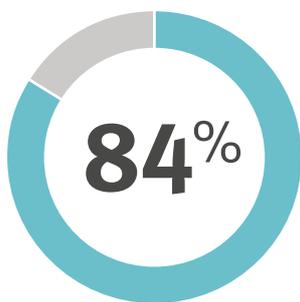


Leadership for Queensland

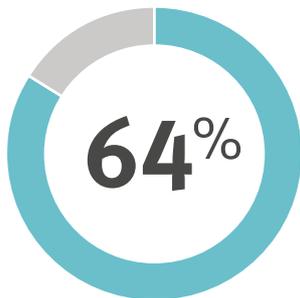
Public managers are seen as explorers who, with others, seek to discover, define, and produce public value.

Mark H. Moore, 1995, Creating public value: strategic management in government, Harvard University Press, Cambridge Massachusetts, p. 20.

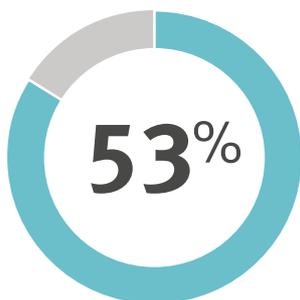
Measuring leadership



managers engaged and satisfied with their roles



managers engaged with their agency



positive perception of organisational leadership

Developing senior leaders

Employee perceptions of organisational leadership are the strongest predictor of agency engagement.

Public sector leadership is all about creating value for Queensland citizens—ensuring the needs of the community are met, that outcomes are achieved in the most efficient and effective way possible, and the work of government is conducted with integrity.

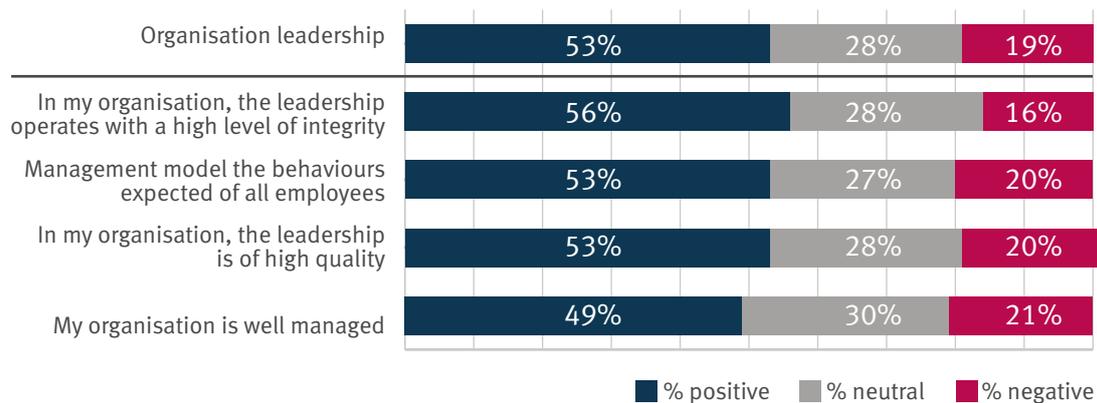
Leadership in the Queensland public sector

The WfQ Employee Opinion Survey defines organisational leadership as the perceived ability of senior leadership to lead an organisation to achieve its objectives with particular focus on performance and modelling appropriate workplace behaviour. Over the past three years, the percentage positive response to perception of leadership across the sector has improved from 45 per cent to 53 per cent.

The considerable range of the scores in the leadership area (32 per cent–89 per cent positive) is a challenge for the sector as a whole.

Perceptions of leadership tend to be more polarised than other factors.

Figure 20: Employee perceptions of organisational leadership



Source: WfQ Employee Opinion Survey 2015

Employees that identified as being the leaders of others (i.e. manager vs non-manager) showed higher levels of engagement.

Figure 21: Manager and non-manager job engagement and satisfaction



Source: WfQ Employee Opinion Survey 2015

Leadership and the development of the next generation of leaders is vital to improving agency engagement and is a priority for the Queensland public sector.

Executive Capability Assessment and Development

The PSC has partnered with leadership development specialist Cerno Australia Ltd to deliver the Executive Capability Assessment and Development (ECAD) initiative.

ECAD is a one approach that provides executives¹² with an independent, valid and reliable assessment of their leadership capability and readiness for greater leadership challenges.

To date, 576 executives have participated in the ECAD initiative. Information gathered through ECAD indicates the broader Queensland public sector leadership team has a core strength—it models professional and ethical behaviour. Eighty-four per cent of executives who participated in ECAD strongly model professional and ethical behaviour.

Subsequent strengths revealed through ECAD data include:

- operating across boundaries
- applying sound corporate governance
- managing organisational performance
- displaying courage in the provision of advice and decision making
- engaging with ideas, innovation and risk.

Many of these competencies directly reflect the public sector's commitment to the Westminster system of government and the need to provide integrated policy and service delivery solutions to our community.

Developmental competencies for Queensland public sector executives include leading change with agility, readiness for progression and building organisational capability.

¹² Executives are defined in the Queensland public sector Workforce capability success profile

Future focus: leadership

Creation of a leadership cohort that is high performing and has high potential is critical to the success of many previously discussed initiatives. In response, the Queensland public sector developed a strategy to harness the leadership capabilities it needs for the future. The LTMS supports the attraction, development and retention of great leaders.

Figure 22: Leadership talent management strategy



The LTMS comprises a number of initiatives:

- **ECAD:** offers an independent, reliable assessment of participants' leadership capability and readiness for greater leadership challenges, as well as providing them a tailored development plan. When combined with agency moderated performance scores, ECAD helps identify high performing, high potential executives for intensive development opportunities.
- **Leaders' Capability Assessment and Development (LCAD):** provides team leaders and program managers with valuable insights into their leadership preferences and potential, resulting in a clear development plan that will help drive their career forward.
- **Leadership Talent Portal:** an online dashboard that provides access to ECAD and LCAD results which can be used to benchmark agency performance against the overall Queensland public sector, inform agency and sectorwide talent management strategies, and build a capability pipeline for an agency's team leaders, program managers and executives.
- **Leader Connect:** offers leaders identified as 'high performing, high potential' with intensive, practical experience intended to stretch their leadership skills (e.g. shadowing more senior leaders, building a mentoring relationship with executives from another sector, or leading a project in an unfamiliar organisation or industry).

The LTMS includes three key performance indicators which will be monitored over time:

- satisfaction levels with sectorwide development programs and initiatives
- diversity of leaders' experience
- workforce perceptions of leadership.