

Queensland Government

Collaboration Capability Framework

Acknowledgement of Country

We pay our respects to the Aboriginal peoples and Torres Strait Islander peoples of this land, their ancestors, and their legacy. The foundations laid by these ancestors— the First Australians—give strength, inspiration, and courage to current and future generations towards creating a better Queensland.

We recognise it is our collective efforts and responsibility as individuals, communities, and governments to ensure equality, recognition, and advancement of Aboriginal and Torres Strait Islander Queenslanders across all aspects of society and everyday life.

We are committed to working with, representing, advocating for and promoting the needs of Aboriginal and Torres Strait Islander peoples with unwavering determination, passion and persistence.

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About the framework

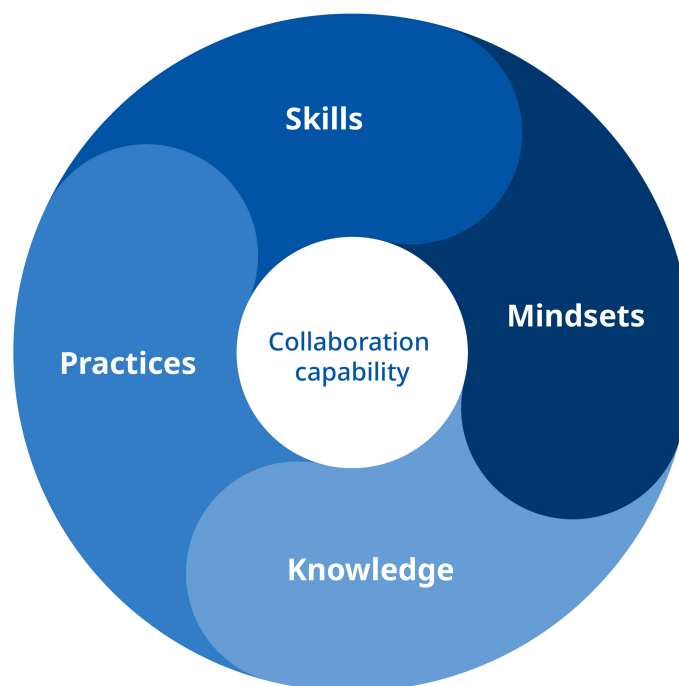
This [collaboration capability framework](#) (the framework) offers a pathway to build the skills, knowledge, mindsets and behaviours needed for better collaboration, regardless of your role, classification level or responsibilities. Every public sector employee plays a part in making sure that our collaborative efforts deliver better services and outcomes for everyone.

Whilst collaboration is a collective effort and requires team-based competencies, this framework aims to guide individuals in considering the skills they have and the skills they may need to build to collaborate effectively.

No one individual or job function will hold all the skills, knowledge, mindsets and behaviours to ensure successful collaboration, however **anyone can develop their capability through intentional effort**. This involves identifying areas for growth, seeking opportunities to apply and practice new approaches, and learning from others through mentoring and feedback.

[Collaboration Connect](#) offers tools, practices and frameworks to support collaboration on multiple levels, from upskilling an individual through to supporting a team to navigate the different levels of collaboration and as such, this framework should be considered in partnership with the other available resources.

Figure 1: Collaboration Capability Framework



How to use the framework

Strong collaboration doesn't happen by chance—it relies on a mix of skills, knowledge, mindsets and behaviours that help people work well together. Use this framework to understand what collaboration means in the Queensland public sector, as a tool for self-reflection to identify growth areas in your role, to guide your learning and build collaborative skills in practice.

You can use this framework on its own or alongside other development resources such as the [Leadership Competencies for Queensland](#) and agency or profession-specific competency frameworks.

Reflective approaches to build your capability

Consider these reflective questions to support your thinking when navigating through the framework:

- *What are my key strengths in this competency area?*
- *How have I demonstrated these strengths in my current or past roles?*
- *How do I currently apply this competency in my day-to-day work?*
- *What feedback have I received from others about my skills in this area?*
- *Which competencies do I feel most confident in, and which ones present opportunities for growth?*
- *What are the gaps in my knowledge, skills, or behaviours that I need to address?*

As an individual, you can use your reflections to inform conversations with your line manager and contribute towards your [performance and development agreement](#).

If you supervise others, you might work with your team or individuals to support them in identifying strengths and areas for growth.

Modes of learning

Building capability can look different for everyone. Exploring the different modes of learning can help focus efforts and target the best approach to meet your learning needs. When exploring the related resources in the collaboration library, consider how these different modes apply to you:

- **Learning *in* practice** - some expertise can only be built through doing, or reflecting on doing e.g. apprenticeships, mentoring and coaching
- **Learning *about* practice** - some skills can be taught in various ways e.g. reading, webinars, training and hands-on experiences led by expert instructors.

For more information about the modes of learning framework [visit the Nesta Playbook for Innovation Learning](#).

How to be a competent collaborator and span boundaries

Effective collaborators connect across teams, departments and sectors to help build the bridges needed to work together more effectively. This work is known as *boundary spanning*.

Boundary spanning public servants help to connect people and build trust, and to work toward common goals, even when working within different cultures, systems or priorities. This role can be played by individuals, teams, or through shared practices across projects.

Learn more about [how boundary spanning work can help improve collaboration](#) across the Queensland public sector.

Resources to support you

[Explore the Collaboration Connect resource library](#) to access a range of tools, resources and learning opportunities that align with your learning objectives and needs.

For a visual overview of the collaboration capability framework on a page refer to Appendix A.

Collaboration competency areas

This framework identifies **seven key competency areas** essential for building capability in collaboration. These competency areas are designed to support effective collaboration in diverse settings. By developing these competencies, individuals and leaders can enhance their ability to work collaboratively, navigate complex challenges, lead diverse groups, and strengthen relationships and connections across teams.

Each competency area outlines specific skills and behaviours, providing individuals and leaders with a clear pathway to invest in their personal and professional growth while identifying areas for improvement. In total, the framework explores **25 distinct skills** (Appendix B).

The table below summarises the seven competency areas, which together form the key elements for stronger collaboration proficiencies.

Table 1: Collaboration competency areas

Competency	Description
Interpersonal	Involves how we relate to others, build trust and maintain strong working relationships and networks, even in challenging situations.
Communication	The ability to express ideas clearly, engage meaningfully with others, and ensure mutual understanding within teams and among stakeholders.
Inclusion	Ensures collaboration is respectful, inclusive, and responsive to diverse groups and the cultural backgrounds and experiences of everyone involved.
Facilitation	Supports effective group work by guiding discussions, managing dynamics, and fostering trust to help create inclusive, goal-oriented environments that support shared understanding and progress.
Leadership	Enables individuals to effectively lead collaborative efforts, regardless of level or role, helping to foster trust, align diverse teams, and guide groups through complexity and change.
Cognitive	The ability to gather, process, and apply information to make informed decisions and solve problems in collaborative settings.
Operational	The effectiveness of ensuring the collaboration achieves its goals efficiently and effectively.

Mindsets for collaboration

Collaborative ways of working demand more than just proficient skills—it requires a considered approach to thinking, behaving and relating. While the required skills can be taught, true mastery comes from actively applying these skills in real-world contexts and embracing a mindset that is open to growth, curiosity and courageous conversations.

These mindsets for collaboration shape how we approach challenges, interact with others, and adapt to changing circumstances. They are particularly important when navigating complex challenges where uncertainty, diverse perspectives and competing priorities are common. These mindsets provide the foundation for the quality of thinking and behaviour needed to thrive in collaborative environments:



Table 2: Explore the collaborative mindsets and what it means for you

Mindset	Explore this mindset	What this means for you	Reflective questions
Lead with authenticity and respect	People value authenticity. When you're honest and respectful, you build stronger relationships and networks, creating an environment where everyone feels safe to share their ideas. This mindset encourages open, transparent communication while maintaining respect.	Being authentic helps you build trust and credibility. It also creates a positive work environment where collaboration thrives.	• <i>Am I being transparent and authentic in my communication?</i> • <i>How do I balance being honest with being respectful when giving or receiving feedback?</i>
Drive innovation through curiosity	Curiosity drives innovation through understanding and experimentation. By asking questions and exploring new perspectives, teams can bridge gaps and spark new ideas. This mindset helps bring people together and inspires new ways to tackle challenges through creativity and deeper understanding.	Staying curious helps you become a better problem-solver and collaborator. It shows others that you're open-minded and eager to grow, which builds trust and respect. Curiosity is your superpower for growth. When you ask questions and genuinely listen, you open yourself up to new ideas and perspectives.	• <i>When was the last time I asked a question to truly understand someone else's perspective?</i> • <i>How can I create opportunities to learn something new from the people I work with?</i> • <i>How often do I step outside my comfort zone to discover new perspectives or ways of working?</i>
Value and elevate diverse voices	Collaboration is stronger when people feel heard, valued and included. By valuing and bringing together diverse perspectives and lived experiences, teams can create more equitable and effective outcomes that work for more people. This mindset helps build inclusive, equitable and trusting relationships.	Inclusion helps you become a more empathetic and effective collaborator. It shows others that you value their input and are committed to creating a fair and respectful environment.	• <i>Whose voices or perspectives might I be overlooking?</i> • <i>How can I challenge my own biases to connect and learn from diverse experiences?</i>
Thrive in the unknown	Life and work can be unpredictable at times. Collaboration often involves barriers, delays, and setbacks. Complex challenges don't have clear pathways towards solutions but persistence, resilience and optimism helps teams to navigate the unknown, maintain momentum and stay focused on their goals. This mindset helps individuals and teams to face challenges with perseverance and purpose.	Resilience builds your confidence and mental toughness. It shows others that you're dependable and committed, even in the face of challenges. When you remain determined, optimistic and keep moving forward, you inspire others and build confidence in your ability to navigate adversity.	• <i>When I face setbacks, what strategies do I use to stay motivated?</i> • <i>How can I celebrate small wins to keep myself and my team energised?</i>

Table 2: Explore the collaborative mindsets and what it means for you

Mindset	Explore this mindset	What this means for you	Reflective questions
Adapt, learn and grow	Learning requires intentional effort. Flexibility and adaptability are essential when working across agencies with different priorities and constraints. Embracing these qualities helps teams respond better to emerging information and challenges. This mindset reflects the importance of being open to change and continuous learning.	Adaptability makes you resilient and resourceful. It shows others that you're a team player who can handle challenges with a positive attitude. Instead of feeling stuck when things change, see it as a chance to learn, grow, and find creative solutions.	• <i>How do I typically respond when plans change unexpectedly?</i> • <i>What's one situation where I successfully adapted to a challenge, and what did I learn?</i> • <i>How do I look for opportunities to learn and grow during challenges?</i>

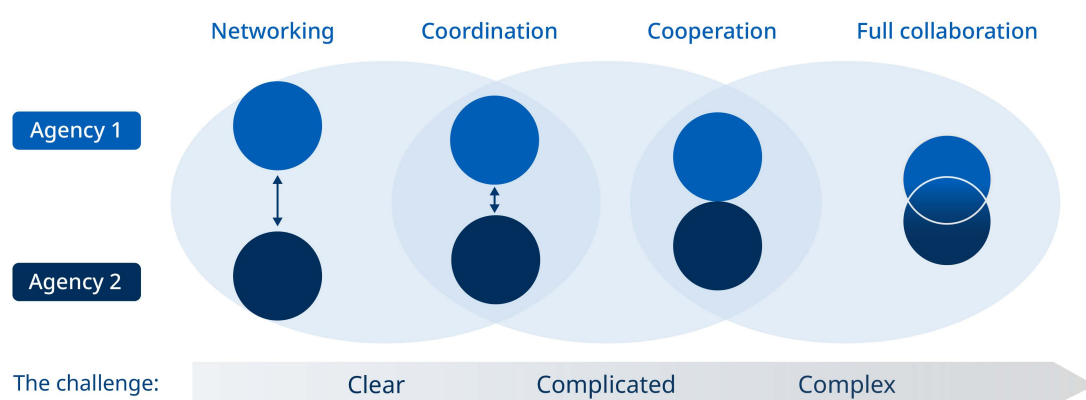


Knowledge and behaviours

To collaborate effectively, it is essential to consider not only the skills and mindsets required but also the behaviours that underpin successful collaboration.

Equally important is building knowledge about the different levels of collaboration and identifying which level your work requires. The level of collaboration needed might influence the specific skillsets and behaviours needed to achieve better outcomes.

Figure 2: Cross-agency collaboration levels for different challenge types



Adapted from: Nous Group, Collaboration Blueprint, prepared for the NSW Public Service Commission (2013)

Working collaboratively across agencies is essential to meet the needs of Queenslanders, especially when the problems we face are complicated or complex. It is important to try to differentiate between these different types of challenges and understand the distinct approaches that might best suit these deeper levels of collaboration. In complex situations collaboration often becomes more challenging and requires more highly specialised skills.

Understanding these nuances allows individuals to tailor their behaviours and skillsets to the demands of the situation, ensuring collaboration remains purposeful and impactful. The skills matrix (Appendix B) has been mapped against these levels of collaboration as a guide to help individuals to differentiate and reflect on the skills they may require.

By paying attention to the levels of collaboration, individuals can identify which skills are appropriate to focus on based on their current proficiency levels and future aspirations.

To build your collaboration knowledge [find out more about the different levels of collaboration](#) and how they influence your work.

More information

For more information on how to collaborate effectively across Queensland Government [visit Collaboration Connect for resources, tools and articles.](#)

This collaboration capability framework was developed by the [Public Sector Commission](#) (2025) to support individuals and teams across the Queensland public sector. The framework was informed by evidence-based research.

For more information, support or guidance, contact engage@psc.qld.gov.au

Glossary

Behaviours	The observable actions, attitudes, and responses that individuals demonstrate in the workplace, reflecting their approach to tasks, interactions, and challenges.
Behavioural indicators	Clear, actionable examples of how each skill or competency can be demonstrated in practice, aligned with varying levels of proficiency for collaboration.
Capability	The overarching ability or capacity of an individual, team, or organisation to achieve objectives or perform a function. Capabilities often encompass multiple competencies and resources.
Collaboration	The process of working together across teams, organisations, or disciplines to achieve shared goals, leveraging diverse perspectives, skills, and resources to create better outcomes.
Competency	A combination of knowledge, skills, and behaviours that enable an individual to perform a task or role effectively in a specific context.
Knowledge	The theoretical or practical understanding of a subject, gained through education, experience, or training.
Levels of Collaboration	Networking: The exchange of information without formal agreements or shared resources. Coordination: Aligning efforts and resources with some level of formal structure but not full integration. Cooperation: Includes formal relationships with shared resources and joint activities, but without deep integration. Full Collaboration: Represents the highest level of integration, with shared risks, resources, decision-making and accountability.
Mindsets	The underlying attitudes, beliefs, and perspectives that shape how individuals approach challenges, opportunities, and interactions, influencing their willingness to collaborate and adapt.
Skills	The specific abilities or expertise that an individual develops through training, practice, or experience to perform tasks effectively.

Appendix A: Collaboration capability framework on a page

Refer to this image to understand the interconnected elements of the collaboration capability framework discussed in this document.



Appendix B: Collaboration skills matrix

Explore the skills matrix supporting better collaboration.

Table 3: Collaboration skills matrix

N - Networking | Cd – Coordination | Cp – Cooperation | F – Full Collaboration

Competency	Skill	Skill description	Behavioural indicators			Levels of collaboration			
			Foundational	Intermediate	Advanced	N	Cd	Cp	F
Interpersonal	Emotional Intelligence	Understand and manage your own emotions while recognising and responding to the emotions of others. Emotional intelligence supports effective decision making and helps you to navigate challenges with calm and considered actions.	- Maintains professionalism in challenging situations. - Responds calmly and respectfully to differing opinions, maintaining a professional demeanour in discussions.	- Demonstrates self-awareness by recognising personal emotional triggers and managing them during interactions with others. - Manages emotions effectively during high-pressure joint problem-solving sessions. - Recognises and responds to the emotional needs of stakeholders.	- Uses emotional intelligence to mediate complex discussions, ensuring all voices are heard and valued. - Navigates emotionally charged situations with composure and empathy. - Supports others in managing their emotions during high-stakes collaboration. - Fosters a culture of emotional awareness and mutual respect within teams.				
Interpersonal	Relationship and Network Building	Create trust, connection, and positive interactions with others. Building a strong foundation for open communication that strengthens networks and supports effective collaboration.	- Initiates contact with stakeholders across agencies and demonstrates openness to sharing information and insights. - Builds trust through regular, positive interactions with colleagues	- Develops and maintains strong professional networks by actively participating in joint initiatives and sharing resources. - Strengthens relationships by delivering on commitments and communicating openly.	- Builds long-term partnerships by fostering respect, accountability, and a culture of collaboration. - Facilitates cross-agency networking opportunities to strengthen collective capacity and achieve shared outcomes.				
Interpersonal	Understanding Power Dynamics	Identify how power and influence impact relationships and group interactions. Use this awareness to navigate situations thoughtfully and support balanced, respectful collaborations.	- Demonstrates sensitivity to power imbalances by encouraging respectful communication and ensuring all participants have opportunities to contribute. - Identifies how power and influence affect group interactions and acknowledges the role of authority or informal leadership in collaboration.	- Recognises how organisational hierarchies influence decision-making. - Supports balanced collaborations by valuing contributions from all stakeholders. - Identifies imbalances in power and influence that may impact decision-making and works to create a more equitable environment.	- Advocates for inclusive practices to ensure all voices are heard and respected. - Navigates inter-agency and cross-agency hierarchies to ensure balanced contributions. - Leads processes to address imbalances in power to create equitable collaboration environments. - Strategically manages power and influence within and across groups to resolve tensions and foster mutual respect and shared ownership.				
Interpersonal	Conflict Resolution and Mediation	Identify and respond to tensions and disagreements and support others in reaching a shared understanding. These skills help build stronger relationships within teams, enabling clearer direction and greater momentum.	- Encourages individuals involved in a conflict to share their perspectives and works towards finding common ground. - Recognises signs of conflict and takes basic steps to address issues.	- Addresses disagreements constructively to maintain alignment and avoid duplication. - Facilitates discussions to clarify roles and responsibilities when conflicts arise. - Guides conflicting parties through structured problem-solving processes, ensuring all voices are heard and fostering mutual agreement. - Supports agencies in reaching a shared understanding of goals and priorities.	- Addresses conflict constructively by identifying root causes and shared interests. - Leads complex mediation processes involving multiple stakeholders, achieving sustainable resolutions that align with collaboration efforts. - Facilitates resolution processes that balance power dynamics and foster equity. - Guides teams toward consensus while maintaining focus on shared objectives.				

Competency	Skill	Skill description	Behavioural indicators			Levels of collaboration			
			Foundational	Intermediate	Advanced	N	Cd	Cp	F
					• Uses conflict resolution skills to strengthen partnerships and improve outcomes.				
Communication	Communication Skills	Effectively sharing information through speaking, writing, and active listening. These skills help foster understanding of goals, expectations, and ideas.	• Communicates information in a clear and concise manner • Responds promptly to requests for information from other agencies. • Adjusts tone and language to suit the audience and context	• Tailors communication to align with the goals and priorities of other agencies. • Shares updates and progress in a structured and timely manner to ensure alignment. • Encourages open dialogue to clarify expectations and address misunderstandings.	• Simplifies complex ideas and communicates effectively to diverse stakeholders. • Facilitates discussions to build consensus and shared understanding. • Uses storytelling or data visualisation to inspire and engage stakeholders in achieving shared goals.				
Communication	Active Listening	Listening with the intent to understand others' perspectives. This helps strengthen relationships, builds trust and supports shared understanding.	• Acknowledges and reflects on others' perspectives during informal discussions. • Demonstrates basic active listening by paraphrasing and asking clarifying questions.	• Actively seeks input from others during joint planning or problem-solving sessions. • Summarises key points to confirm shared understanding. • Demonstrates empathy by validating others' concerns and perspectives.	• Facilitates discussions to ensure all voices are heard, especially underrepresented perspectives. • Resolves conflicts by identifying common ground and shared interests. • Models active listening behaviours to foster trust and collaboration across agencies.				
Communication	Designing Feedback Mechanisms	Creating simple, accessible ways for people to give and receive feedback. This supports open dialogue and continuous improvement through regular input and review.	• Encourages formal and informal feedback using simple tools.	• Develops structured feedback processes to support joint activities. • Encourages constructive feedback to identify areas for improvement in collaborative efforts. • Demonstrates openness to feedback by acting on suggestions and sharing outcomes.	• Develops sophisticated, multi-channel feedback systems to capture diverse inputs. • Ensures feedback mechanisms are transparent, accessible, and actionable. • Uses feedback to drive continuous improvement and innovation in cross-agency initiatives.				
Communication	Adaptive Communication	Adjusting your communication style or approach to suit different people, situations, and needs. Clear and inclusive communication ensures everyone in the collaboration is understood and valued.	• Demonstrates basic awareness of the need to adapt communication style when interacting with different audiences	• Demonstrates cultural awareness by using inclusive language. • Modifies communication approaches to align with the priorities and communication styles of other audiences. • Uses visual aids, summaries, or simplified language to ensure clarity in cross-agency discussions. • Proactively seeks feedback to ensure messages are understood as intended.	• Tailors communication strategies to suit diverse cultural, organisational, or situational contexts. • Develops and implements communication strategies that ensure shared understanding across all levels of collaboration. • Anticipates and addresses potential misunderstandings proactively. • Uses inclusive language and approaches to ensure equitable participation.				
Inclusion	Cultural awareness and inclusive understanding	Recognise the importance and value of cultural diversity and understand that people may approach situations differently based on their cultural backgrounds. This understanding helps address challenges in ways that	• Demonstrates curiosity and openness to learning about histories, cultures and lived experiences of diverse groups, including Aboriginal and Torres Strait Islander peoples. • Acknowledges the importance of diversity in decision-making and service delivery, including in cultural and linguistic diversity and different abilities.	• Seeks opportunities to deepen understanding of Aboriginal and Torres Strait Islander perspectives, including through cultural awareness training. • Identifies and addresses potential misunderstandings and barriers related to culture, language or accessibility in cross-agency collaboration.	• Champions the value of cultural diversity and its role in achieving better outcomes for Aboriginal and Torres Strait Islander communities. • Leads initiatives to embed cultural awareness and inclusive practices into organisational policies and practices.				

Competency	Skill	Skill description	Behavioural indicators			Levels of collaboration			
			Foundational	Intermediate	Advanced	N	Cd	Cp	F
		respect the needs of diverse groups.	Recognises that diverse backgrounds influence how people perceive and approach situations.	Actively incorporates diverse cultural and inclusive perspectives into planning and problem-solving.	Advocates for culturally and inclusively informed approaches in cross-agency collaboration to address systemic barriers.				
Inclusion	Cultural competence and inclusive practice	Understand that personal perspectives, including your own, are shaped by culture and personal experience. This awareness strengthens your ability to meet the needs of diverse communities and work more effectively across different cultural contexts.	- Reflects on personal cultural biases and how they may influence interactions with others. - Demonstrates willingness to adapt communication styles to meet the needs of diverse groups. - Seeks feedback from others to improve cultural and inclusive practices in day-to-day interactions.	- Applies knowledge of diverse cultural, linguistic, and lived experiences, including Aboriginal and Torres Strait Islander cultures to tailor approaches in cross-agency collaboration. - Builds trust and rapport with stakeholders from diverse backgrounds, by demonstrating empathy, understanding and respect. - Proactively seeks opportunities to engage with and learn from diverse groups to inform decision-making and collaboration.	- Leads by example in demonstrating cultural competency and inclusive practices within the collaboration. - Develops and implements strategies to build cultural competency and inclusivity within teams and agencies. - Advocates for systemic change to ensure policies and practices are culturally responsive and inclusive. - Champions the value of intersectionality in organisational decision-making, recognising that individuals may experience overlapping forms of disadvantage or discrimination.				
Inclusion	Cultural Safety	Create environments where people from all cultures feel respected and able to contribute with dignity. Ensuring cultural safety supports inclusive and more effective collaborations.	- Treats all individuals with respect and dignity, regardless of cultural, linguistic, or lived experience background. - Acknowledges the importance of creating safe spaces for all individuals, including Aboriginal and Torres Strait Islander colleagues and stakeholders. - Listens actively and respectfully to diverse perspectives without judgement, ensuring all voices are heard and valued.	- Proactively fosters culturally safe environments by addressing behaviours or practices that may exclude or marginalise others. - Encourages colleagues from all diverse groups, to share their perspectives and contributions in a safe and supportive environment. - Works with others to ensure cultural safety is prioritised, including the use of inclusive language, accessible communication, and culturally appropriate practices.	- Embeds cultural safety principles into organisational culture, policies, and frameworks. - Mentors others to create culturally safe environments address systemic inequities and foster inclusive practices that respect the diverse needs of all individuals. - Partners with representatives from diverse groups, including Aboriginal and Torres Strait Islander leaders, people with disabilities and culturally and linguistically diverse (CALD) communities, to co-design culturally safe strategies for cross-agency collaboration.				
Facilitation	Facilitation Techniques	Use structured methods to guide conversations and activities effectively. These techniques promote clear communication, shared understanding and productive collaboration.	- Prepares basic agendas to structure discussions and ensure meetings stay on track. - Uses simple facilitation tools (e.g., brainstorming, round-robin discussions) to encourage participation. - Ensures all participants have an opportunity to contribute by managing time and turn-taking. - Maintains a neutral stance to avoid influencing the group's direction.	- Uses structured facilitation methods to guide discussions. - Promotes clear communication to ensure shared understanding of goals. - Encourages active participation to streamline collaboration efforts. - Adapts techniques to group dynamics and manages challenging behaviours.	- Employs structured methods to navigate complex discussions effectively. - Uses visual tools and frameworks to enhance shared understanding. - Adapts facilitation approaches to suit virtual, hybrid, or in-person settings. - Employs advanced frameworks to guide multi-stakeholder discussions and evaluates facilitation outcomes.				
Facilitation	Workshop and Process Design	Plan and structure sessions that support participation, creativity and purposeful	Assists in planning workshops or processes by following established templates or	Designs workshops with tailored activities to achieve specific goals and encourage creativity.	Develops complex, multi-session workshops or processes that address strategic, cross-agency challenges.				

Competency	Skill	Skill description	Behavioural indicators			Levels of collaboration			
			Foundational	Intermediate	Advanced	N	Cd	Cp	F
		outcomes. Well-designed collaborative processes (whether in person or online) encourage engagement, incorporate diverse perspectives and support shared goals.	- guidelines to ensure sessions have clear objectives and basic structure. - Creates a welcoming environment that encourages participants to engage and share their perspectives, ensuring everyone feels included.	- Incorporates diverse perspectives by using inclusive methods (e.g., breakout groups, anonymous input tools). - Balances structure and flexibility to adapt to emerging needs during the session. - Collects and analyses participant feedback to refine future workshop designs.	- Integrates innovative methods to foster creativity and collaboration. - Designs hybrid or fully online workshops that effectively engage participants across locations. - Measures workshop impact through formal evaluation frameworks, linking outcomes to organisational goals.				
Facilitation	Consensus Building	Guide groups to reach mutual agreement and make shared decisions. These skills align efforts and ensure collaborative outcomes reflect shared goals and priorities.	- Creates a safe environment for group members to share their perspectives and ensures all voices are heard during discussions. - Recognises shared goals or priorities within the group and highlights them to foster alignment and collaboration.	- Proactively identifies potential areas of conflict and facilitates discussions to address them constructively. - Guides participants to prioritise shared outcomes rather than individual interests. - Uses negotiation techniques (e.g., reframing, summarising) to align diverse viewpoints. - Facilitates group discussions to develop mutually acceptable solutions that balance competing priorities.	- Leads groups through structured and advanced facilitation techniques to resolve disagreements constructively. - Ensures consensus-building processes are transparent and inclusive. - Advocates for shared accountability, ensuring all parties take ownership for the decisions and outcomes. - Develops strategies to sustain group cohesion and commitment to decisions, even in the face of evolving priorities or challenges.				
Leadership	Trust Building	Build strong, respectful relationships grounded in authenticity, reliability, and mutual respect. Building trust supports open communication and strengthens collaboration.	- Demonstrates reliability by consistently delivering on commitments and meeting deadlines. - Listens actively and respectfully to others' perspectives without interrupting or dismissing ideas. - Maintains transparency by sharing relevant information openly and honestly. - Acknowledges mistakes and takes responsibility for actions.	- Builds rapport by recognising and valuing individual contributions and strengths. - Proactively addresses conflicts or misunderstandings to maintain trust and harmony. - Encourages open dialogue by creating a safe environment for others to express concerns or ideas. - Demonstrates emotional intelligence by recognising and responding to the needs and emotions of others.	- Cultivates a culture of trust across teams and agencies by modelling authenticity, fairness, and integrity. - Anticipates and mitigates potential trust barriers in cross-agency collaborations. - Champions ethical decision-making and ensures accountability at all levels. - Builds long-term, strategic relationships based on mutual respect and shared goals.				
Leadership	Adaptive Leadership	Approach change with flexibility, resilience and foresight. Help teams to navigate uncertainty and address emerging challenges with confidence and clarity.	- Demonstrates openness to new ideas and approaches during change. - Remains calm and composed in uncertain or challenging situations. - Seeks guidance and feedback to adapt effectively to new circumstances. - Shows resilience by maintaining focus and productivity during periods of change.	- Anticipates potential challenges and proactively develops contingency plans. - Encourages team members to embrace change by communicating its benefits and addressing concerns. - Demonstrates flexibility by adjusting priorities and strategies as circumstances evolve. - Supports others in building resilience by providing guidance and reassurance during uncertainty.	- Leads organisational change initiatives with clarity, confidence, and foresight. - Inspires teams to view change as an opportunity for growth and innovation. - Navigates complex, ambiguous situations by making informed decisions and providing clear directions. - Builds organisational resilience by fostering a culture of adaptability and continuous learning.				

Competency	Skill	Skill description	Behavioural indicators			Levels of collaboration			
			Foundational	Intermediate	Advanced	N	Cd	Cp	F
Leadership	Collaborative Leadership	Encourage teamwork, shared decision-making, and alignment toward common goals. Lead across boundaries to bring people together around a shared purpose.	- Seeks input from others when making decisions and respects diverse viewpoints. - Demonstrates willingness to compromise to achieve group objectives. - Shares credit for team successes and acknowledges collective efforts.	- Facilitates collaboration by aligning team members' strengths with project needs. - Encourages shared decision-making by involving stakeholders in planning and execution. - Resolves disagreements constructively, focusing on shared outcomes rather than individual preferences. - Promotes a sense of shared purpose by clearly communicating goals and expectations.	- Leads cross-agency initiatives by fostering alignment around a common vision and purpose. - Navigates silos by creating systems and processes that encourage collaboration. - Empowers others to take ownership of their roles in collaborative efforts. - Advocates for shared resources and joint accountability to achieve broader organisational goals.				
Leadership	Bridging Organisational Cultures	Navigate and connect different workplace values, priorities and ways of working. This helps bring diverse teams together and align efforts across organisational boundaries to achieve common objectives.	- Connects people and invests in a culture of cohesion within teams and agencies. - Advocates for inclusive practices that respect and integrate diverse organisational cultures.	- Identifies and addresses cultural differences that may impact collaboration or alignment. - Facilitates knowledge sharing and mutual understanding between diverse teams. - Builds consensus by finding common ground and aligning efforts toward shared objectives.	- Acts as a cultural bridge by aligning diverse organisational priorities and practices with overarching goals. - Leads efforts to harmonise policies, processes, and values across agencies. - Champions diversity and inclusion as key enablers of cross-agency collaboration. - Builds systems and frameworks that support seamless integration of different organisational cultures.				
Cognitive	Problem Solving	Identify, analyse, and address challenges effectively. Support teams to develop creative, practical solutions to overcome issues as they arise.	- Identifies challenges and shares lessons learned to foster collective understanding. - Provides relevant information to enable informed decision-making.	- Evaluates problems and suggests practical solutions that align with shared goals. - Supports teams in aligning efforts to achieve shared goals efficiently.	- Leads joint problem-solving sessions to address shared challenges, ensuring diverse perspectives are considered. - Guides cross-agency teams to address complex challenges with innovative and sustainable solutions.				
Cognitive	Prototyping	Create and test early versions of ideas. Use feedback from users and stakeholders to refine concepts and develop practical, effective solutions and outcomes.	- Participates in brainstorming sessions to generate initial ideas and supports the creation of simple prototypes under guidance. - Demonstrates a willingness to explore new concepts and share input. - Shows openness to learning from feedback and adaptation.	- Shares early-stage ideas and gathers feedback from other agencies to refine concepts. - Develops and tests simple prototypes that align with shared objectives.	- Leads the design and testing of integrated systems or processes for collaboration. - Incorporates diverse stakeholder feedback to refine prototypes effectively. - Uses iterative approaches to develop scalable, sustainable solutions.				
Cognitive	Decision Making	Evaluate options and choose the best course of action. Facilitate timely, well-informed decisions that align with shared goals and priorities.	- Recognises the importance of group dynamics in decision-making and works to minimise disruptions or biases that may hinder progress. - Identifies processes or tools to support with decision-making.	- Works with other agencies to evaluate risk and benefits, ensuring decisions align with shared goals. - Balances agency-specific priorities with the need for coordinated and shared outcomes. - Understands the various approaches to decision-making and when to apply them.	- Drives appropriate shared decision-making, balancing the needs of agencies with the needs of the collaboration, and ensuring accountability and transparency across agencies. - Communicates decisions strategically and sensitively.				

Competency	Skill	Skill description	Behavioural indicators			Levels of collaboration			
			Foundational	Intermediate	Advanced	N	Cd	Cp	F
Cognitive	Systems thinking	Understand how different parts of a system connect and influence each other. This perspective helps reveal the bigger picture, supporting more informed and strategic decision-making.	- Identifies basic elements of a system (e.g., people, processes, or resources) and their roles within the broader context. - Demonstrates awareness of how actions or decisions in one part of a system may impact other parts, even if indirectly.	- Understands how agency activities interconnect to achieve broader objectives. - Uses a holistic perspective to identify opportunities for alignment and efficiency. - Considers both immediate and longer-term consequences of decisions on the system as a whole.	- Maps and analyses interdependencies across agencies to identify leverage points. - Anticipates unintended consequences of collaborative actions. - Facilitates sensemaking processes and strategic planning that aligns with broader systemic goals. - Use a systems perspective to anticipate and address potential challenges.				
Operational	Project Management	Plan, organise, and allocate tasks and resources to keep collaborative efforts well-coordinated, on track, and aligned with shared goals and priorities.	- Shares basic project updates and timelines with other agencies to maintain awareness of progress. - Plan participation in forums or events to strengthen relationship-building opportunities.	- Plans and organises timelines to ensure smooth collaboration across agencies. - Allocates resources effectively to avoid duplication and maximise efficiency. - Monitors progress to ensure alignment with shared goals and priorities.	- Oversees complex, multi-agency projects with clear milestones and accountability. - Allocates resources strategically to strengthen impact and efficiency. - Uses advanced project management tools to track progress and adapt plans as needed.				
Operational	Digital and Data Literacy	Use digital and data tools to collaborate, share information and make informed decisions. Apply technologies like artificial intelligence to boost insights and efficiency, while ensuring ethical and secure use of systems and data.	Uses digital tools to exchange information and stay informed about developments.	- Applies digital tools to streamline communication and data sharing, ensuring alignment with shared objectives. - Utilises advanced digital platforms and data analytics to support joint decision-making and improve efficiency.	- Adopts cutting-edge technologies to drive insights, innovation, and secure collaboration across agencies. - Creates data visualisations to support informed decision making.				
Operational	Knowledge Sharing	Communicate and share information clearly to support learning and make the most of collective knowledge.	Shares information and lessons learned to build and support collective knowledge.	Facilitates knowledge-sharing workshops or platforms to promote collective learning and alignment.	Develops and oversees systems for cross-agency knowledge-sharing to drive continuous learning and innovation.				

