The City of Wanneroo

# Leadership Capability Framework

*Personal* **QUALITIES**

*Relationship* **FOCUSED**

*Business* **ENABLING**

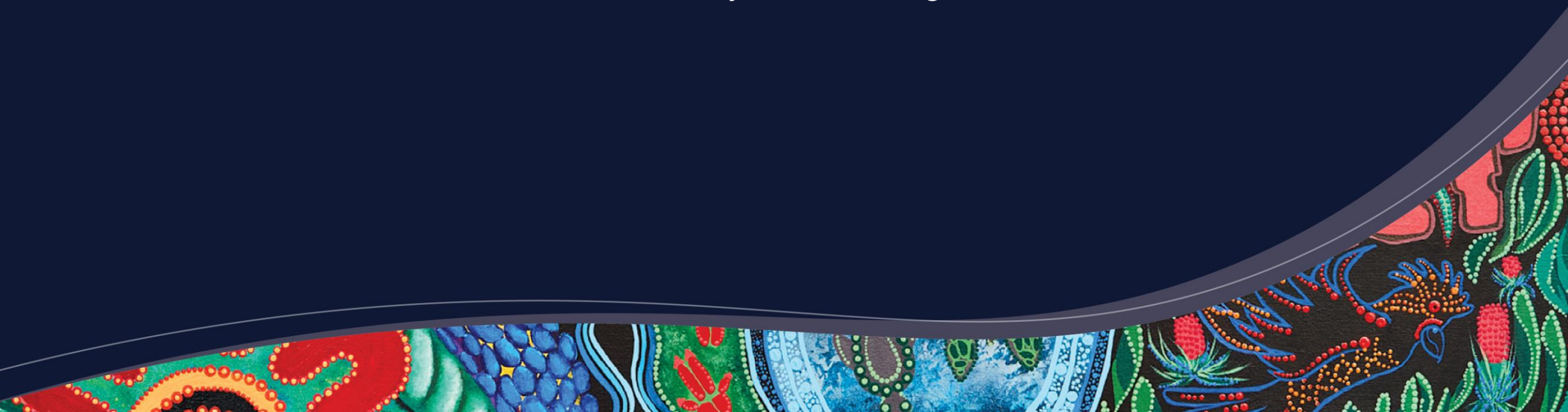
*Fosters* **PURPOSE**

City of Wanneroo

# Acknowledgement of Country

The City of Wanneroo acknowledges the Traditional Custodians of the land we are working on, the Whadjuk people.

We would like to pay respect to the Elders of the Noongar nation, past, present and future, who have walked and cared for the land and we acknowledge and respect their continuing culture and the contributions made to the life of this City and this region.



# About the Capability Framework

**The City of Wanneroo Leadership Capability Framework sets out the expected behaviours and attitudes for current and emerging leaders at the City.**

The framework is a foundational tool for people development and management functions, and can be used for:

- Recruitment and Selection practices that focus on assessing a person's capabilities at the level needed for a role.
- Leadership Development programs targeting specific leadership capabilities.
- Workforce planning by identifying current and future workforce capability needs and gaps.
- Learning and Development initiatives aligned to meeting specific capabilities.
- Career and Succession Planning conversations and activities that focus on helping staff progress to new roles.
- Performance and Development practices that help managers and staff to have a clear shared understanding of role expectations and areas of development.

# Development of the Framework

The leadership capability framework was developed through a structured and consultative process to ensure it reflects the values, strategic direction, and operational realities of the City.

The framework draws on four key pillars of evidence-based practice (Briner & Rousseau, 2011): organisational data, stakeholder input, research and discovery and practitioner input.

**The development process included:**

- **Research and Benchmarking** The current framework incorporates elements from the Western Australian Public Sector Commission Leadership Expectations and is aligned with the European Foundation for Quality Management (EFQM) Excellence Model and our ISO 9001 Quality Management principles.

  To anchor the framework to evidence-based practice, the framework is underpinned by the SMART Model of Work Design (Parker & Knight, 2024), a prominent framework identified as ‘future proofing’ work and human resources.

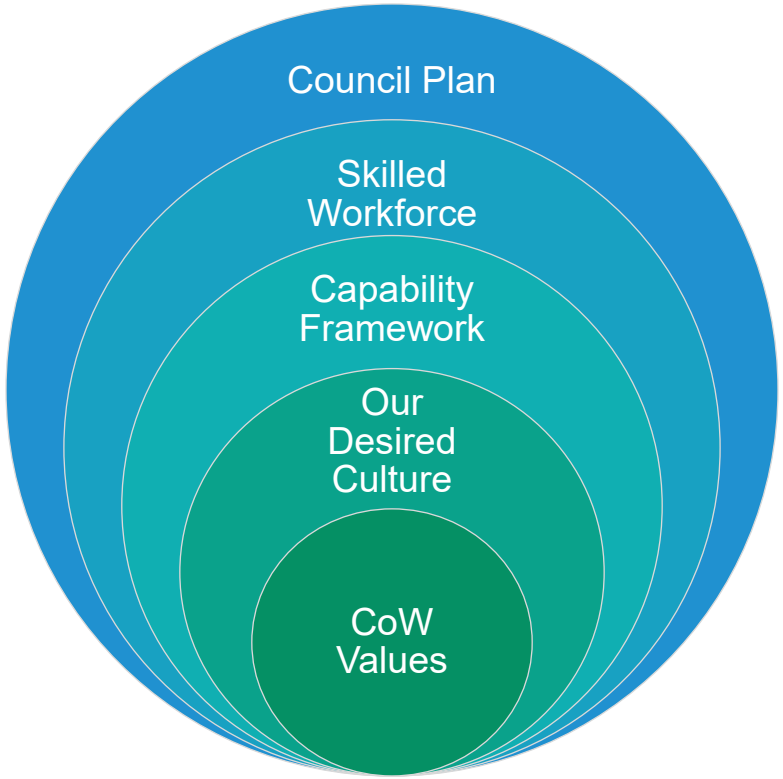
- **Stakeholder Engagement** Gathering insights from leaders across all levels of the organisation through interviews, workshops, and feedback sessions to ensure the framework is grounded in lived experience.

- **Alignment with Organisational Data** Ensuring the capabilities support our strategic goals, desired culture and service delivery outcomes. In particular, the framework capabilities stem from data collected in the 2024 and 2025 Culture Survey’s and aligns with the City’s Council Plan and Desired Culture Plan.

- **Practitioner Iterations** The framework was refined through multiple drafts with leaders across the business and the executive team, incorporating feedback to enhance clarity, relevance, and usability.

# How Does it Fit in?

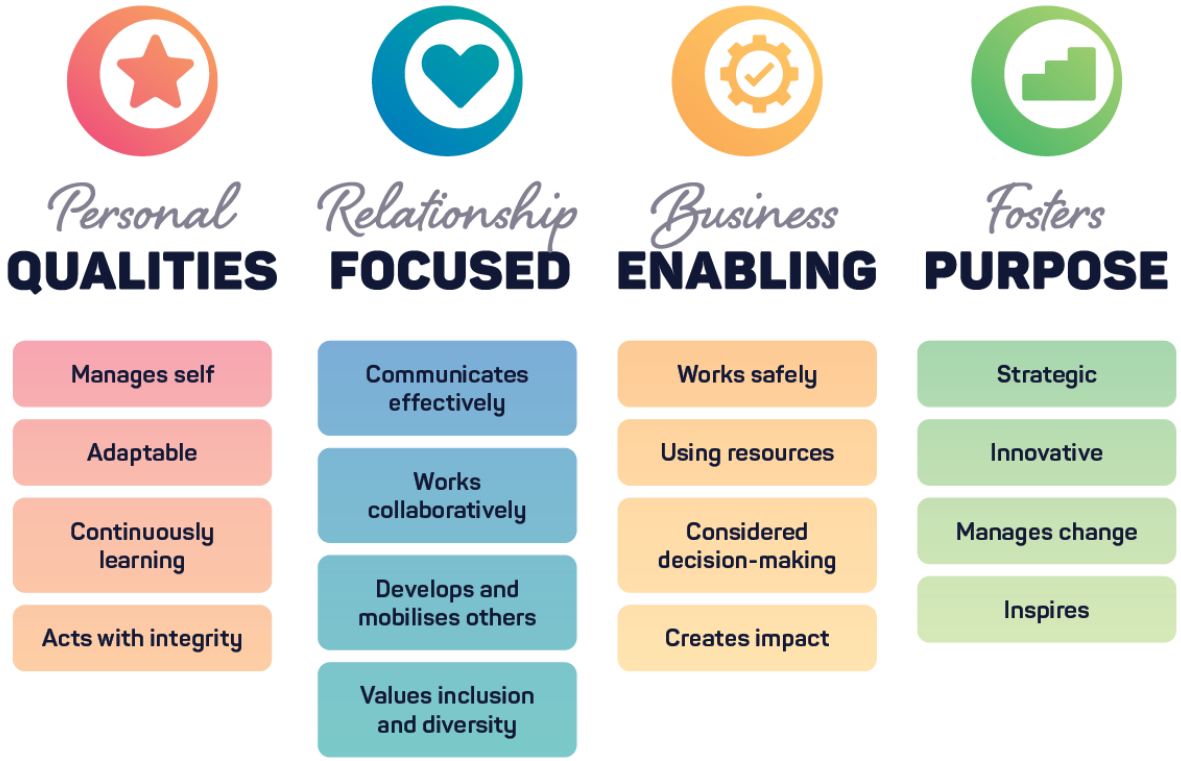
A capability framework is closely aligned to our desired culture and workplace values, but serve different purposes in shaping an organisation's identity, behaviour, and performance. The capability frameworks helps tie the specific actions and behaviours that embody the City of Wanneroo values and desired cultural state. When we fulfil these actions and mindsets, we are positioned successfully to fulfil our community and council plan objectives.



# Our Capability Framework

The City of Wanneroo Leadership Capability Framework described 16 capabilities across four core groups: **Personal Qualities, Relationship Focussed, Business Enabling, and Fosters Purpose.**

Each capability sets out the expected behaviours and attitudes for employees at the City. In addition to these core capabilities, roles may have qualification requirements, and/or specific occupation capabilities.



# The Leadership Levels

The capability framework outlines five key leadership levels: **Employee, Emerging Leader, Operational Leader, People and Program Leader, and Strategic Leader.**



## EMPLOYEE

Employees who do not currently hold a formal leadership position. This is the *base* expectation for employees at the City.



## EMERGING LEADER

Employees who do not currently hold a formal leadership position but demonstrate leadership potential.



## OPERATIONAL LEADER

Leaders within this category have a primary role in ensuring that teams under their lead execute the strategies set by senior leaders.



## PEOPLE & PROGRAM LEADER

Leaders at this level operate strategically within Service Units, ensuring that their team executes the strategies set by senior leadership. They engage and influence external stakeholders and Community.



## STRATEGIC LEADER

Strategic leadership set the short and long-term strategy and goals for the City, alongside Council. Behaviours and decisions of these leaders have a wide impact across the organisation and Community.

# How to Read the Framework

The City of Wanneroo Leadership Capability Framework sets out the expected behaviours and attitudes for current and emerging leaders at the City. It is read left to right, as it is expected that individuals identifying with the behaviours in the columns on the right have also fulfilled to corresponding left columns.

**Capability name and description**

**Behavioural Indicators**

**Strategic Alignment to Values and Desired Culture**



**MANAGES SELF: We take care of ourselves to stay motivated, aligned and focused.**

*I choose thoughts and actions that align with my values and goals.*

**Mindset**

**Leadership level**

| EMPLOYEE | EMERGING LEADER | OPERATIONAL LEADER | PEOPLE & PROGRAM LEADER | STRATEGIC LEADER |
|---|---|---|---|---|
| You recognise when your focus is low and you need to recharge. | You know what environment you need to thrive and you proactively shape it. | You model healthy work habits, including taking breaks and setting boundaries. | You balance persistence with perspective, knowing when to pause, reflect and re-approach work. | You are creating a culture where wellbeing is valued and supported. |
| You think about how you respond emotionally to situations. | How you choose to respond to others impacts how they respond to you. | You can acknowledge your emotional state and choose an appropriate response. | You manage your emotions and respond to others with respect, recognising that your behaviour shapes the culture of the City. | Your responses to everyone are thoughtful and considered. You are shaping the desired culture around emotional intelligence. |
| You recognise your early warning signs to stress. | You know when you are stressed and have some tools to try reduce it. | You can identify when you are starting to feel stressed and put things in place to prevent further escalation. | You help create space for recovery and reflection, both personally and for your team(s). | You influence systems and policies that support long-term wellbeing and performance. |
| You can look back in order to look forward. | You are able to self-reflect when prompted. | You make time to reflect on how you handled challenging situations. | You regularly reflect on how you conduct yourself professionally and across situations. | You can recognise your emotional state and behaviour in the moment, and choose a different course of action if required. |

***Strategic Alignment: Value** of Accountability. Desired Culture Goal "We are consistent and unwavering"*

# Personal Qualities



*Personal*
**QUALITIES**



*Relationship*
**FOCUSED**



*Business*
**ENABLING**



*Fosters*
**PURPOSE**

## MANAGES SELF: We take care of ourselves to stay motivated, aligned and focused.

*I choose thoughts and actions that align with my values and goals.*

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***Strategic Alignment: Value*** *of Accountability. Desired Culture Goal "We are consistent and unwavering"*

# ADAPTABLE: We are comfortable with ambiguity and main flexible.

*Change is inevitable and staying agile is key.*

| EMPLOYEE | EMERGING LEADER | OPERATIONAL LEADER | PEOPLE & PROGRAM LEADER | STRATEGIC LEADER |
|---|---|---|---|---|
| You are able to work with a range of different people. | You understand how your work style affects your team and can make adjustments accordingly. | You identify the different working styles in your team and try to understand how they might impact each other. | You adapt your leadership approach to maximise the outcomes of your area. | Your style of leadership is shaped by the future and current needs of the City. You choose the style that best represents the City. |
| You are open to new or different ways of doing things. | You remain positive in adopting new processes, procedures, ideas or ways of working. | You model to your team how to adapt. | You are adaptable to new demands, business environments, urgency and resources. | You are effective in ambiguous and unpredictable situations whilst prioritising stability and growth. |
| When resources to complete a task are limited, you adjust your approach. | You are able to pivot when priorities shift. | You are quick to inform others in key changes and how we need to respond. | When the circumstances change, so do you. You make sure to keep your team on the journey too. | You are pre-empting changing circumstances and take the necessary steps for the City to respond. |

***Strategic Alignment: Values*** *of Respect, Collaboration.* ***Desired Culture Goal*** *"We are progressive, determined and committed"*

# CONTINUOUSLY LEARNING: We seek growth in what we do, and apply learning to keep improving.

*Learning is an opportunity, not a burden.*

| EMPLOYEE | EMERGING LEADER | OPERATIONAL LEADER | PEOPLE & PROGRAM LEADER | STRATEGIC LEADER |
|---|---|---|---|---|
| You view mistakes as learning moments. | You use 'lessons learned' to build awareness of personal strengths and opportunities for development. | You are developing your identity as a leader by being consistently open about your strengths and development goals. | You know your leadership strengths and derailers. You often reflect on your own performance and impact as a leader. | You have a strong sense of self and identity as a leader, understanding your influence, strengths and blind spots. You use your platform to encourage active reflection. |
| You view learning as opportunities to grow. | You share your technical expertise with your team, and ensure it is available to others. | You are committed to continuous learning by seeking new collaborations and experiences, and participating in development initiatives regularly. | You champion a curiosity and passion for continuous learning, and demonstrate this by uplifting others learning journeys. | You are aware of the learning maturity of the organisation and where the development needs are. You stay up to date on market trends in training and development, and are strategizing ways to uplift your directorates to these trends. |
| You seek out and reflect on formal feedback provided by others. | You share ways of seeking both formal and informal feedback from others and communicate openly about learnings. | You role model a curiosity and passion for learning by seeking out both formal and informal feedback from multiple sources. | You seek out feedback from multiple sources regularly, understanding that to be an effective leader you need to maintain awareness of your potential leadership gaps. | You inspire curiosity in others and a passion for life-long learning by actively seeking out feedback from several sources, setting own development goals and objectives, and sharing your learning journey. |
| You take personal responsibility for your development and pursue new experiences regularly. | You embrace opportunities to expand knowledge and experiences through networks, new assignments and development avenues. | You are involved in personal and professional development initiatives, and people can come to you with recommendations. | People look to you to approve and champion development opportunities. You share and promote these opportunities across the organisation. | You are at the forefront of creating opportunities for cross-council and local government initiatives. |

***Strategic Alignment: Value*** *of Accountability. Desired Culture Goal "We are consistent and unwavering"*

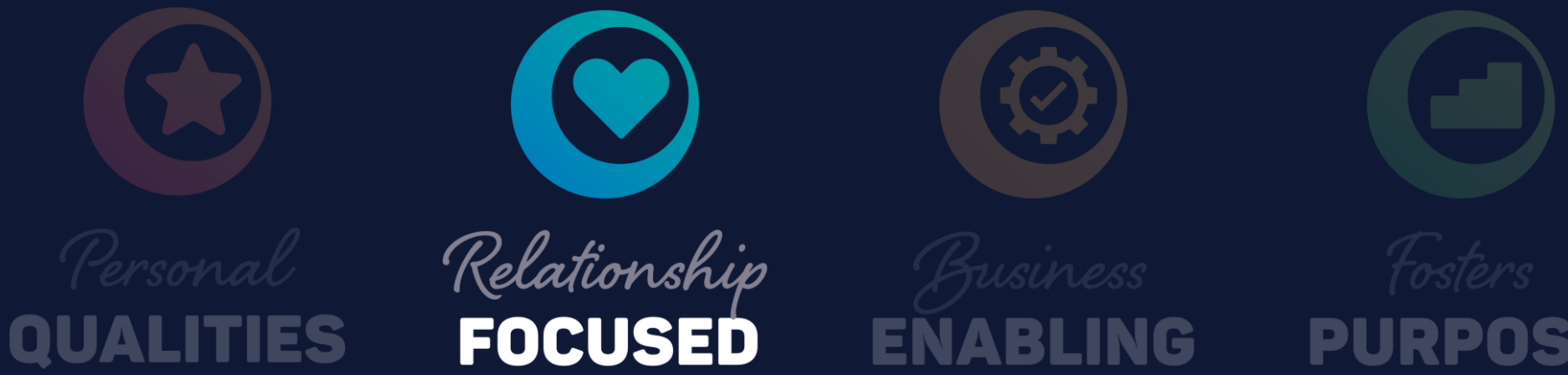
# ACTS WITH INTEGRITY: We act professionally, honestly, and ethically.

*Integrity is doing the right thing, not the easy thing.*

| EMPLOYEE | EMERGING LEADER | OPERATIONAL LEADER | PEOPLE & PROGRAM LEADER | STRATEGIC LEADER |
|---|---|---|---|---|
| You are open and honest in your work, transactions and dealings. | You are consistent in your words and behaviours, and set the tone for honesty. | You model ethical and professional behaviour and reinforce it in others. | You lead with a clear commitment to the public good and democratic values. | You are helping to build public trust in local government through your words, actions and follow throughs. |
| You maintain confidentiality of customer, employee and organisational information. | You know who to contact if you are unsure about the privacy and storing of data. | You share ways to enhance the confidentiality and record keeping of the work your team does. | You implement reporting mechanisms to create oversight over your teams work and provide appropriate levels of intervention when necessary. | You define, communicate and evaluate the current ethical practices, standards and systems. |
| You tell the truth and own up to mistakes. | You own up to your mistakes and view them as opportunities to learn and grow. | You provide time and guidance for people to reflect on errors to learn. People feel safe telling you their mistakes. | You lead with humility by acknowledging and sharing your mistakes, connecting them to your growth as a leader. | You create opportunities for public scrutiny and act promptly and visibly in response to complex ethical and people issues. |
| You adhere to the code of conduct, policies and guidelines. You call out inappropriate behaviour and misconduct. | You work with the team to work ethically and in line with the code of conduct, policies and guidelines. | You help set an example by challenging behaviour that is inconsistent with organisational values, standards or the code of conduct. | You are aware of potential ethical issues as they arise, and address them before they magnify. | You create a climate where employees feel supported and encouraged to challenge and report inappropriate behaviour. |

***Strategic Alignment: Value*** *of Improvement.* ***Desired Culture Goal*** *"We nurture and care about one another"*

# Relationship Focused



# COMMUNICATES EFFECTIVELY: We listen, speak and create clarity with how we communicate.

*You seek to understand to be understood.*



## EMPLOYEE

You adjust your communication style based on the needs of the audience.

You listen respectfully and openly to others.

You explain technical concepts in simple terms for peers and stakeholders.



## EMERGING LEADER

You tailor the pitch, content and style of communication to the needs of the audience.

You attentively listen to others, and attempt to understand others needs through clarification and asking questions.

You translate technical information and concepts into practical implications.



## OPERATIONAL LEADER

You regularly implement active listening skills to others to gather information about others needs, preferences, thoughts and perspectives.

You actively listen to others and provide insightful and respectful responses. You are sensitive to the needs of the person you are talking to.

You ensure technical insights are accessible and actionable in your team, and guide others in translating complex information.



## PEOPLE & PROGRAM LEADER

You use communication as a tool to persuade, negotiate, influence and drive change as a leader.

You remain curious about others when speaking to them, and use listening as the tool of choice to learn about others ideas, perspectives and opinions.

You translate complex information concisely for diverse audiences, and present with credibility and engages varied audiences.



## STRATEGIC LEADER

You are transparent and accessible in how you communicate, understanding the importance of tone, content and format. You know how communication impacts the City, and your own, reputation.

You take the time to listen to employees, notice changes and make others feel seen and heard. You know that the best way to sense the organisational culture is through listening to the people that underpin it.

You use plain and clear language to influence public and sector wide understanding of what the City is doing. When communicating , you always consider the varied audiences attending.

***Strategic Alignment: Value*** *of Improvement.* ***Desired Culture Goal*** *"We nurture and care about one another"*

# WORKS COLLABORATIVELY: We build respectful and meaningful relationships with others.

*Collaboration makes work meaningful.*

| EMPLOYEE | EMERGING LEADER | OPERATIONAL LEADER | PEOPLE & PROGRAM LEADER | STRATEGIC LEADER |
|---|---|---|---|---|
| You stay calm and respectful when conflict arises. | You attempt to resolve conflict when it arises and escalate when necessary. | You address task, role and work-related conflict. | You are able to have difficult conversations and manage conflict effectively. | You have a range of conflict and negotiation strategies that can be adapted across situations and levels of leadership. |
| You check in with others and share the wins. | You notice and appreciate people's effort, not just the outcomes. | You share success stories of others and create opportunities for people to reflect and take pride in their work. | You showcase your teams wins through our reward and recognition program, and celebrate outcomes resulting from effective collaborations across directorates and teams. | You embed recognition into leadership culture by broadcasting the formal reward and recognition program, and using informal avenues where possible. You ensure success is visible and meaningful. |
| You keep people in the loop, knowing that collaboration delivers impact. | You actively participate in collaborating with your team and other departments. | Initiates two-way collaborations by providing information and advice in a timely manner, supporting the team to do the same. | You deliberately create collaborations across directorates and stakeholders. | You maintain and leverage appropriate networks inside and outside the City, ensuring strategic support for current and future initiatives. |
| Is aware that everyone has their own story to tell. | You understand that people contribute in different ways, based on their personal experiences. | You can create collaborative opportunities by noticing peoples shared experiences and areas of expertise. | You leverage the experiences and knowledge of others to create stimulating and fulfilling work. | Unique experiences and personal diversity are what help drive innovative, stimulating and meaningful work at the City. |

***Strategic Alignment: Values*** *of Collaboration and Respect.* ***Desired Culture Goal*** *"We nurture and care about one another"*

# DEVELOPS AND MOBILISES OTHERS: We support each other to grow and succeed.

*We are only as good as our people.*



## EMPLOYEE

People view you as someone they can bounce ideas off.

You are able to provide feedback constructively to others.

You seek to ensure that you are meeting the expectations for your role.

You share the learnings from programs, events and initiatives with others.



## EMERGING LEADER

Everyone is on their own journey and has different strengths - you take the time to learn what these are about others.

You make attempts to address concerns as quickly as possible to reduce their impact.

You are looking for ways to advance and grow in your role.

You share development opportunities with your team.



## OPERATIONAL LEADER

You are aware of your teams' strengths and derailers and are able to create an optimised working environment for them using this information.

You address concerns in real time and are able to anticipate situations where people may feel uncertain.

You clearly describe what successful performance looks like to your team and you encourage and coach the team to align with this.

You provide structured opportunities for each team member to further develop their strengths, and support professional development.



## PEOPLE & PROGRAM LEADER

You delegate tasks, projects and initiatives strategically to people's strengths and pathway in the organisation.

You monitor performance and engage with your teams regularly by providing feedback *just in time*, job training and coaching.

You initiate development plans as required to address skill, knowledge and capability gaps in your team(s) to meet performance expectations.

You view learning and development as mutually beneficial for employees and the organisation, and create space for employees to share what they have learnt with others.



## STRATEGIC LEADER

You create opportunities for people to lead from their strengths and contribute in fulfilling ways.

You help hold the leadership team and other direct reports to a consistent high standard. You guide leaders when required to strengthen team performance and culture.

You take a strategic view of talent and performance, using this perspective to build high-performing and diverse teams. You are across the impacts of external factors such as demographic trends, skills shortages and future workforce requirements that affect your workforce.

You ensure systems and structures support growth, feedback and career progression.

***Strategic Alignment: Values*** *of Improvement, Collaboration and Respect.* ***Desired Culture Goals*** *"We nurture and care about one another" and "We are positive and solutions focused"*

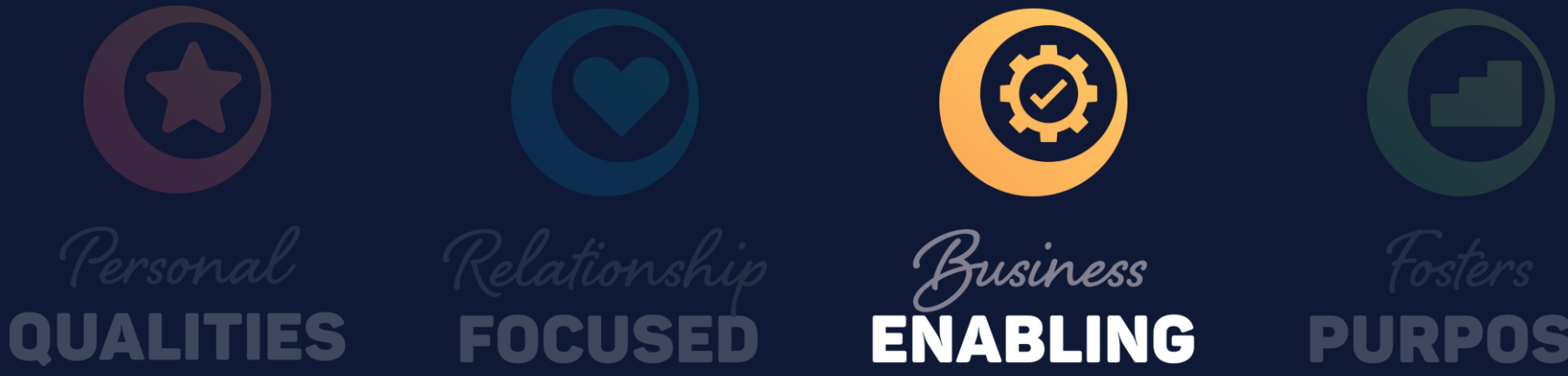
## VALUES DIVERSITY AND INCLUSION: We create inclusive environments based on mutual respect, empowerment, and welcoming all perspectives.

*We thrive when we all belong.*

| EMPLOYEE | EMERGING LEADER | OPERATIONAL LEADER | PEOPLE & PROGRAM LEADER | STRATEGIC LEADER |
|---|---|---|---|---|
| You understand the importance of diversity in the workplace. | You accept people for who they are, and create safe spaces for people to express and be their authentic selves. | You help create a sense of inclusion and acceptance in your team. | You hold people to account for creating a safe workplace for others. You know that diversity and inclusion are also strategic priorities that need to be met. | You lead initiatives that build awareness and inspire the workforce to improve accessible and inclusive practices. You use your influence to help people understand the importance of diversity and inclusion across the workforce, and influences policy and plans to help drive this perspective. |
| You respect others and take the time to connect with your peers. | You understand the link between building relationships and performance. | You create opportunities for others to connect in the team. | You educate others authentically on connection in the workplace. | You create a culture where connection helps drive purpose. |
| You welcome other perspectives. | You look for opportunities for others to provide their thoughts, opinions and perspectives. | You use different perspectives to challenge people's thinking. | You embrace the challenge of differing perspectives and opinions and use them as a tool for reflection and a way to identify gaps in your own thinking. | You are creating the culture conducive of safe and courageous conversations between teams, service areas and people. |
| You attempt to view work from other people's points of view. | When doing work that affects others, you involve the people it impacts. | You anticipate who will be impacted by your teams work and engage them, allowing for every voice and perspective to be heard. | You embed inclusive engagement practices across teams and projects to ensure those affected are part of shaping direction and delivery. | You advocate for genuine integration of different ideas and perspectives across the organisation and City. |

***Strategic Alignment: Values*** *of Collaboration and Respect.* ***Desired Culture Goals*** *"We nurture and care about one another" and "We are frank and fearless"*

# Business Enabling



# WORKS SAFELY: We prioritise the health, safety and wellbeing of all our staff.

*Safety is everyone's responsibility.*

| EMPLOYEE | EMERGING LEADER | OPERATIONAL LEADER | PEOPLE & PROGRAM LEADER | STRATEGIC LEADER |
|---|---|---|---|---|
| You are up to date with your training. | You offer your time and support to upskill others. | You monitor your teams progress with training and help translate the training into action. | You connect training to strategy, ensuring your team is informed and aligned. | You use training as a tool to meet compliance, enhance organisational capability and behaviours. |
| You follow safety procedures and encourage others to do the same. | You adopt a safety-first mindset in your daily work and encourage others to do the same. | You use positive reinforcement to encourage safety practices. | You use your influence to drive the safety vision of the organisation by sharing stories to encourage safety behaviours. | You lead a culture where safety is proactive, person-centred and continuously evolving. |
| You speak up when you see something unsafe or when something doesn't feel right. | When you notice something unsafe, you are quick to respond and educate others. | You know that as a leader, you need to model and reward safety behaviours. | You embed safety into planning and operations. | You are up to date on best-practice safety behaviours, embedding safety into governance, leadership and decision-making. |
| When people speak to you, they don’t feel judged. | You respond calmly to feedback, questions and concerns. | People in your team feel comfortable, trusting and encouraged to speak to you about concerns and ideas. | You model vulnerability by sharing your own learning moments, uncertainties and concerns. | People feel safe to speak truth to power. You are creating a culture built on trust, vulnerability, safety and inclusivity. |

***Strategic Alignment: Values*** *of Customer Focused, Accountability and Respect.* ***Desired Culture Goals*** *“We nurture and care about one another” and “We are frank and fearless”*

# USING RESOURCES: We use systems and tools effectively to deliver outcomes.

*How I use government resources, matters.*

| EMPLOYEE | EMERGING LEADER | OPERATIONAL LEADER | PEOPLE & PROGRAM LEADER | STRATEGIC LEADER |
|---|---|---|---|---|
| When you need to order something, you comply with the City's receipting and payment processes. | You get quotes that meet value-for-money principles. | You are objective in your evaluation of proposals and tenders. | You lead strategic procurement planning to support organisational goals. | You ensure procurement frameworks support integrity, efficiency and public value. |
| You are comfortable using the required technology for your role. | You support your team to use technology safely and for its intended use. | You help your team implement digital tools and encourage the team to find new ways of using technology to improve workflows. | You help identify emerging technologies that could benefit the short- and long-term goals of the City. | You understand the value of digital transformation for the City and critically assesses business cases to introduce new technologies. |
| You don't waste the rate-payers money. | How you use the City's financial resources is both responsible and ethical. | You ensure your team know how to use financial and other resources responsibly. | Before making approvals, you ensure that services and projects are delivered within budget and are justified. | You maintain a healthy balance between growth and financial sustainability for the City. |
| You know that compliance is a core function of your role. | You often speak about the importance of compliance. | You monitor and maintain the compliance for your team. | You set the compliance standards through policy and procedures. | You build a culture where governance is seen as a shared responsibility, not a compliance task. |

***Strategic Alignment: Values*** *of Customer Focused, Improvement and Accountability.* ***Desired Culture Goal*** *"We get things done"*

## CONSIDERED DECISION-MAKING: We make decisions that are balanced, ethical, data and community driven.

*Learning from past decisions helps improve future ones.*

| EMPLOYEE | EMERGING LEADER | OPERATIONAL LEADER | PEOPLE & PROGRAM LEADER | STRATEGIC LEADER |
|---|---|---|---|---|
| You ask questions to understand the full picture. | Your decisions are driven by data, past successful solutions and failures, and by seeking out feedback from others. | You consider multiple different perspectives and sources when making decisions. | You are decisive and make timely decisions, but do not accept information at face-value. | Your decision-making reflects a balanced perspective, considering immediate needs and future consequences for both the organisation and its broader community. |
| You seek support when you are unsure about a decision or need to escalate. | You provide support to your team in making decisions where required and encourage collaborative decision-making processes. | You ensure good corporate governance practices and ongoing compliance with relevant legislation to support your decisions. | You make strategic decisions that help create short- and long-term value. | You ensure decisions are transparent, reflecting public value, integrity, and accountability. |
| You attend to what is most important first. | You weigh options carefully and accept responsibility for decisions made. | You speak up when you notice gaps, biases, or things your team might have missed in their decision-making. | You develop appropriate contingency plans to safeguard governance and compliance against risks. | You are comfortable making the unpopular decision when you know it is the right thing to do for the organisation and community. |

***Strategic Alignment: Value*** *of Accountability.* ***Desired Culture Goals*** *"We are frank and fearless" and 'We get things done"*

## CREATES IMPACT: We achieve meaningful results that align with goals and priorities.

*I am part of something bigger.*

| EMPLOYEE | EMERGING LEADER | OPERATIONAL LEADER | PEOPLE & PROGRAM LEADER | STRATEGIC LEADER |
|---|---|---|---|---|
| You are meeting your KPI's, and can provide a rationale if you are not. | Once your KPI's have been met, you look for new projects and work to create impact. | You help define the team objectives and reinforce KPI's. | You plan out your teams KPI's from the service plan for the Financial Year. You support your staff in meeting their KPI's. | You set the corporate business plan and the annual service plans for the organisation, and your direct report's performance indicators. |
| You seek support when your own workload is unmanageable. | You support your teammates when they're under pressure and apply resources to keep you on track. | You plan and allocate work based on capacity and capability, and support flexible working arrangements to manage pressure. | You ensure workload is balanced and lead workforce planning to address gaps and needs. | You champion a culture where asking for help is seen as a strength, not a weakness. |
| You report honest progress, even when targets aren't met. | You are consistent in maintaining accurate project records and progress. | You hold yourself and others accountable for delivering on goals. | You encourage people to have honest conversations about their work and question progress that seems unrealistic. | You set the tone for evidence-based reporting across the organisation, where truth telling is valued over image management. |
| When the work is undefined, you prioritise based on team impact and urgency. | You help define the parameters for the work to be done. | You set priorities for others and support them in executing tasks. | You translate strategies into programs and projects to meet agreed plans. | You balance the needs of all stakeholders in projects and consider the wider socio-political context to inform direction. |

***Strategic Alignment: Values*** *of Customer Focused and Collaboration.* ***Desired Culture Goals*** *"We get things done" and "We are progressive, determined and committed"*

# Fosters Purpose



*Personal*
**QUALITIES**



*Relationship*
**FOCUSED**



*Business*
**ENABLING**



*Fosters*
**PURPOSE**

## STRATEGIC: We look for the bigger picture, think ahead, and align actions with long-term goals.

*My work is meaningful and part of the long-term plan for the City.*

| EMPLOYEE | EMERGING LEADER | OPERATIONAL LEADER | PEOPLE & PROGRAM LEADER | STRATEGIC LEADER |
|---|---|---|---|---|
| You learn about the needs and priorities of different groups. | You find ways to involve community in the work you do. | You listen to community feedback and share it with your team. | You use community insights to improve outcomes. | You engage community in decisions and projects that impact them. |
| You stay calm and focused when things go wrong. | You follow instructions and support your team during urgent situations. | You support your team to recover by checking in with others and create space for learning. | You help your team navigate uncertainty by balancing risks and providing a steady, clear path forward. | You invest in building up organisational preparedness, adaptability and long-term resilience. |
| You ask questions when you are unsure about rules and responsibilities. | You manage risk and escalate issues when needed. | You ensure risks are identified, managed and reported appropriately. | You embed the responsibility for risk management in everyday operations. | You have a good oversight over directorate risks and have plans in place to manage them. |

***Strategic Alignment: Values*** *of Customer Focused and Improvement.* ***Desired Culture Goals*** *"We are progressive, determined and committed" and 'We get things done"*

## INNOVATIVE: We think of new ideas, generate solutions, and try to improve the way we work.

*Innovation comes from learning, experimenting and listening.*

|  EMPLOYEE |  EMERGING LEADER |  OPERATIONAL LEADER |  PEOPLE & PROGRAM LEADER |  STRATEGIC LEADER |
|---|---|---|---|---|
| You are open to new data and technology. | You use data and technology to achieve greater efficiencies. | You support the team to generate insights from data and encourages the use of technology to drive new efficiencies. You help introduce technologies, systems and processes to the work of your team. | You drive innovation in your team by embracing new technologies, processes and solutions within its risk threshold. | You drive strategic innovation by being ahead of the game to secure future success. |
| You are willing to rethink how we work. | You are comfortable with speaking out to challenge the status quo. | You are inquisitive about how we do things and are always interested in hearing how we can improve things. | You encourage courageous suggestions and ideas from others, embodying a continuous improvement perspective. | You stay abreast of global and local trends, and are consistent in looking for ways to transform the sector. |
| When things could be improved, you call it out. | Actively participates in the design of new solutions and ways of working. | You are generous with your time, support and resources to the team to test and improve how we work. | You are aware of your own potential biases in preventing progression and find ways to scale successful initiatives. | You maintain an objective perspective on where the organisation has gaps, opportunities and room for growth. |

***Strategic Alignment:*** *Value of Improvement.* ***Desired Culture Goals*** *"We are progressive, determined and committed" and "We are frank and fearless"*

# MANAGES CHANGE: We support others through change with communication, clarity and empathy.

*Change is an opportunity for growth. Growth comes from stepping out of comfort zones.*



## EMPLOYEE

You accept that change is inevitable and you are aware of how you respond to change.

You are open to change.

You are involved in change activities with willingness to learn.

You remain flexible with new requirements as they come.



## EMERGING LEADER

You know the impact of change on others, and understand how you respond to change.

You remain positive about change and embrace new opportunities.

You help your team to understand changes and how they impact their work.

You are accessible, reliable and optimistic throughout times of uncertainty.



## OPERATIONAL LEADER

You can anticipate the impact of change on others, and share your experiences with change.

You communicate the 'why' of change with others, connecting the change to purpose.

You model change behaviours, demonstrating to your teams what the new normal looks like.

You are empathetic with people's responses to change, and take the time to bring people on the change journey.



## PEOPLE & PROGRAM LEADER

You act as a change agent, using your influence to help drive change and overcome resistance.

You help generate engagement in key initiatives through clear, enthusiastic and compelling communication.

You encourage people to get involved in change activities, and use stories as a tool to educate key changes.

You try to remove barriers to change in your service area by providing support and resources.



## STRATEGIC LEADER

You anticipate future trends, market and legislative changes, and inspire others to think ahead.

Changes you initiate are always purpose driven, propelling the organisation to the ideal desired state.

You are the source of truth for change, tying together the rationale for change and the businesses ideal desired state.

You shape workplace culture and systems to support a continuous improvement mindset, keeping the City agile for future change efforts.

***Strategic Alignment: Value*** *of Improvement.* ***Desired Culture Goals*** *"We are consistent and unwavering" and "We are progressive, determined and committed"*

## INSPIRES: We motivate each other through vision, integrity and by example.

*People need a clear purpose.*

| EMPLOYEE | EMERGING LEADER | OPERATIONAL LEADER | PEOPLE & PROGRAM LEADER | STRATEGIC LEADER |
|---|---|---|---|---|
| You know the impact of your work and regularly reflect on where you are headed. | You advocate your teams work and how it contributes to the wider organisation | You ensure that your senior leaders are aware of your team members contribution to the success of the City, and the benefits they bring. | You align the work of your service area with the vision for the City to build a shared commitment. | You cascade the vision for the City through clear and authentic communication to inspire collective ownership of local government priorities. |
| You actively participate in organisational initiatives. | You form a key part of your team, taking pride in the work you do. | You bring your team together to define its identity and contributions to the organisation. | You are connecting people to purpose, helping build a shared organisational identity. | You invest in the next generation of leaders, creating a vision for diverse voices and future-focused thinking. |
| You recognise and celebrate your teams wins. | You show enthusiasm for your work and encourage others through a positive attitude. | Recognition is considered the norm in your team. | You help create a culture of recognition and empowerment, celebrating wins and successes. | You celebrate examples of successes across the City and broadcast improvements initiates. |
| You act in alignment with the organisation's values. | You know our core values and call out behaviour that contradicts them. | You model and promote our core values in the work you do. | You embed the corporate values into strategy. | You help define the corporate values and desired culture for the organisation. |

***Strategic Alignment: All values. Desired Culture Goals*** *"We are progressive, determined and committed" and "We are positive and solutions focused"*

City of Wanneroo