NSW Health

General Manager Leader Success Profile

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Section 1:

Understanding the Leader Success Profile

Understanding the Leader Success Profile
Leader Success Profile Overview

The NSW Health General Manager Leader Success Profile defines the leadership elements required to be an outstanding General Manager in the Health Service (see figure 1). **It is used to inform better decisions across the career and talent development lifecycle.**

This document describes the purpose, scope and utility of Leader Success Profiles and contains the General Manager Leader Success Profile. This profile is consistent across size, geography, rural, regional and metro health services, and applies to all General Managers in NSW Health.

- VISION FOR NSW HEALTH
- VISION FOR THE ROLE
- COGNITIVE ABILITIES AND EMOTIONAL INTELLIGENCE
- CHALLENGES AND OPPORTUNITIES
- **GENERAL MANAGER LEADER SUCCESS PROFILE**
- MOTIVATIONS
- EXPERIENCES
- LEADERSHIP STYLES & DERAILERS
- CAPABILITIES

● Outside-in factors, which help inform role expectations

● Inside-out factors, which help achieve role expectations

Figure 1: NSW Health Leader Success Profile framework

The Leader Success Profile details the following

1 The **vision for NSW Health**, to provide context on what future leaders need to enable

2 The **vision for the role**, to provide insight into what future General Managers need to enable

3 The **key challenges and opportunities** General Managers will face in leading the health service into the future

4 The **experiences** leaders will need to have gained to successfully overcome leadership challenges

5 The **capabilities** required to be an outstanding General Manager and achieve the goals outlined in NSW Health vision and strategy

6 The **leadership styles and derailers** that should be understood to best support leaders in delivering within NSW Health

7 The ideal **motivations** of leaders aligned with the NSW Health direction and values

8 The ideal level of **cognitive abilities and emotional intelligence** to effectively navigate role requirements and environment

This document defines what "outstanding" looks like for a future General Manager, regardless of hospital or health service, and should be considered in the context of the specific General Manager role. It outlines the ideal General Manager characteristics, and as such is aspirational. A General Manager would be expected to meet / develop many of the characteristics, but not all.

How to use the Leader Success Profile

The NSW Health General Manager Leader Success Profile defines the leadership elements required to be an outstanding General Manager in the Health Service. It does not replace the position description for the General Manager role.

The General Manager Leader Success Profile informs decision-making across the employee lifecycle in a number of ways. It will provide:

A strong foundation for the leadership recruitment process to increase reliability and validity of measurement

Clear criteria to inform the NSW Health high potential identification and talent programs

Consistency in data collection of leadership candidates during recruitment through to individual ongoing development

Clear criteria to inform succession planning activities

Clear criteria to inform the design of any General Manager leadership development programs

A basis to inform recognition, reward and retention activities (where applicable)

Where to use the General Manager Leader Success Profile

Recruitment, Selection and Onboarding	Leadership, Organisation and Development	Performance and Recognition	Career and Mobility
Example Applications			
• Attraction • Job advertisement • Interviews • Job-related assessment • Identifying candidates • Onboarding	• Workforce management/ planning • Leadership development curriculum/assessment • Succession planning (future leaders assessment)	• Personal and professional development plans and career conversations • Career development review • High potential assessments/identifications • Recognition programs • 360-degree feedback surveys	• Career pathways/planning • Secondment/exchange scheme • Redeployment • Future talent pools (e.g. high potential) • Future career mobility pools (when developed)
Relevant Leadership Profile Elements			
• Role in context/vision for NSW Health • Vision for the role • Challenges • Experiences • Capabilities • Leadership styles and derailers • Motivations • Cognitive abilities and emotional intelligence	• Challenges • Experiences • Capabilities • Leadership styles and derailers • Cognitive abilities and emotional intelligence	• Challenges • Experiences • Capabilities • Leadership styles and derailers	• Challenges • Experiences • Capabilities • Motivations

For more information on how to use the Leader Success Profile, please visit the Leader Success Profile User Guide. This is a comprehensive guide on how and when to use the Leader Success Profile within the employee lifecycle for both managers and individuals.
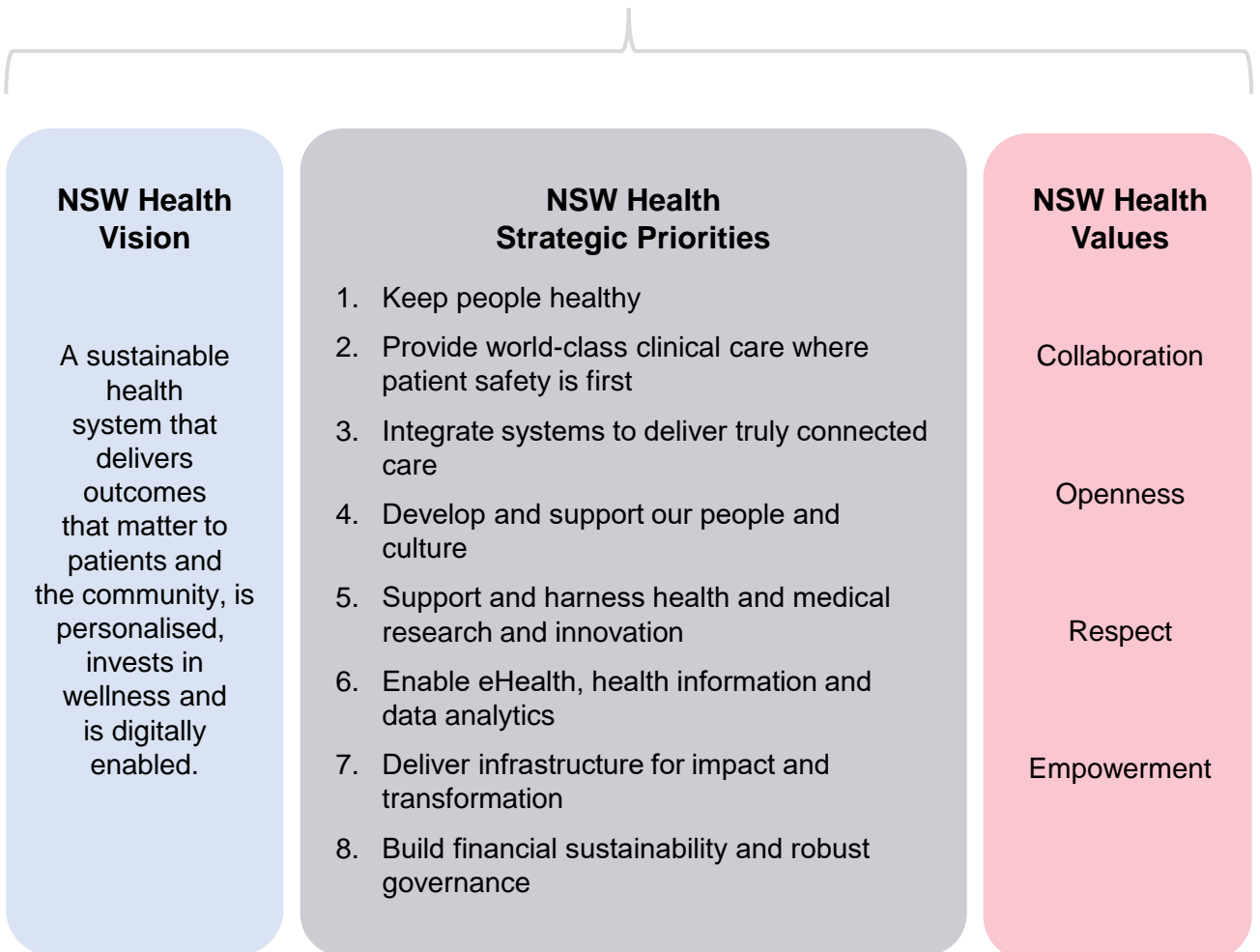
Section 2:

The General Manager
Role in Context

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The General Manager Role in Context
The Vision for NSW Health

General Managers are responsible for implementing the NSW Health vision through leading, empowering and enabling their staff to deliver on key priorities for their hospital/health service.

"The General Manager is responsible for implementing the NSW Health vision. They are going to deliver the Premier's priorities, make sure the system is safe, engage with clinicians, implement all the e-health systems. Most of all, they are the people who are in touch with communities." - interviewee

NSW Health Vision	NSW Health Strategic Priorities	NSW Health Values
A sustainable health system that delivers outcomes that matter to patients and the community, is personalised, invests in wellness and is digitally enabled.	1. Keep people healthy 2. Provide world-class clinical care where patient safety is first 3. Integrate systems to deliver truly connected care 4. Develop and support our people and culture 5. Support and harness health and medical research and innovation 6. Enable eHealth, health information and data analytics 7. Deliver infrastructure for impact and transformation 8. Build financial sustainability and robust governance	Collaboration Openness Respect Empowerment

The General Manager Role in Context
The Vision for the Role

General Managers need to be collaborative and inclusive leaders who deliver through their teams. They also need to take a longer term view of challenges and priorities, and engage people with change.

Leadership Approach	Strategic Focus	Change Leadership
Resilient, collaborative and inclusive leaders who seek to deliver as a team, instead of the leader driving from an individual and hierarchical position.	**Strategic and visionary thinkers who can see the bigger picture, influence and plan for the longer term.**	**Leaders who challenge status quo, focus on outcomes not process and consult extensively to engage stakeholders.**

Leadership Approach

"There will need to be a shift from command and control managers to leaders who promote more creativity, innovation and flexibility in their teams. To support this, leaders need to show vulnerability and that they make errors too."

"The core of a great leader is their ability to engage and relate to staff generally. To gravitate beyond the singular and breadth of services they coordinate to bring together people from disparate backgrounds."

Strategic Focus

"The ability to see the bigger picture and look ahead is key."

"General Managers need problem solving logistics and strategic planning."

"General Managers need to be visionary, have the ability to quickly understand details and an inquisitive mind."

"General Managers need to understand that they have the opportunity to influence more than acute care. Leveraging outcomes for children, homelessness, public health matters and design from council are all ways this can be achieved."

Change Leadership

"Now it's more about quite extensive processes of consultations with stakeholders around options for change."

"General Managers with a forceful approach to delivering change don't last long."

"Change management skills will become core components to a General Manager role"

"Need to shift from introducing change through a whole range of process measures to doing it through outcome measures."

The General Manager Role in Context
General Manager Priorities

The General Manager role is multi-faceted, has an internal and external focus and is required to lead delivery of the key priorities below. Some associated activities are also provided, however the specifics of these will vary by General Manager role.

Priority	Activities			
Managing quality and safety	• Delivering high quality and safe services in an efficient manner	• Providing governance for patient safety and quality improvement programs		
Improving patient experience	• Driving improvements to service delivery	• Driving the design and delivery of improvements and interventions to clinical services		
Delivering results	• Delivering complex clinical care to patient expectations	• Delivering service and patient metrics	• Setting strategic goals for the team	• Managing people performance
Enabling the workforce	• Internal relationship management	• Workforce planning and management	• Developing workforce capability	• Articulating the strategy
Managing budget	• Managing funding streams and reporting	• Making decisions about spend	• Identifying efficiencies	
Connecting care services	• Lining up patient-centric care pathways	• Connecting and collaborating across the healthcare system to ensure shared service needs are addressed		
Managing external relationships	• Actively network externally to establish and maintain key relationships	• Fostering strategic relationships	• Connecting staff/clinicians and the community	• Being the face of NSW Health
Managing change	• Leading change projects	• Bringing staff on the journey of change	• Engaging the community and managing resistance	
Supporting innovation and research	• Enabling and celebrating innovation	• Encouraging and enabling research		
Driving governance	• Driving operational and strategic priorities	• Having oversight of hospital/health service activity		

Section 3:

Challenges and opportunities

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General Manager Leader Success Profile
Leadership Challenges and Opportunities (1/3)

General Manager leaders are likely to face the following **challenges** and **opportunities** to deliver on the NSW Health vision.

Balancing operational activity and strategic thinking

Challenge

A critical challenge faced by General Managers is balancing strategic thinking, operational duties and providing direction for their teams. As leaders, they need to manage the day-to-day delivery of the KPIs required for organisational performance as well as think about the bigger picture and future demands that will drive these metrics over the longer term. As they move further away from doing operational tasks to delivering effectively through others, General Managers must develop new skills, including delegation and prioritisation, that will enable their strategic activity.

"As a General Manager, if you want to play in the operational space, down in the dirt, people will let you and keep you down there."

'The challenge is to not get too far down in the weeds of competing demands, but set a small list of priorities to work on, and get the time and the team that can flesh out those priorities."

Opportunities

General Managers have the opportunity to shift the focus from short to longer term, and reflect on how things can be done differently in the future. Building a high performing team around them, with good structure and processes in place to drive operations, will allow General Managers more time and head space for strategic work. Additionally, focusing more towards the healthcare ecosystem and being aware of the increasing shift from hospital based care to community based care is important.

"How do we reframe the conversation? How are we going to improve things?"

"What we are doing now is the same as we did 5 years ago. We need to think, do we want to do things the same, or have the hard conversations and change things?"

Delivering the best value care within budget

General Managers will continue to face challenges around utilising their available funding in the most efficient and patient-centred manner. Working with their teams to find the sweet spot of efficiency in each service and specialty and making the best use of the multitude of funding streams will become increasingly complex. The risk of financial cuts when General Managers run their budget too efficiently, highlights the associated challenge of the fine line between spending and saving that must be walked.

"Available funding will reduce. It'll be difficult in the future and General Managers will need to make fundamental changes."

"The challenge is upon us as leaders and responsible citizens to be as efficient as we can be with our budgets."

General Managers have the opportunity to shift the focus from spending the maximum budget wisely to thinking creatively about how to deliver the best experience and service for the community. Considering how services can be adapted and maximising the impact of other revenue streams will help them to meet patient needs within the changing financial landscape and budget restraints. There is also opportunity to think more broadly and longer-term about how the patient care and services provided can improve the wellbeing and health of society.

"We need to shake the tree and do things differently."

"Budget management is not around how we reward and grow our favourite specialties, it's about how we deliver value for the community in the right way."

General Manager Leader Success Profile
Leadership Challenges and Opportunities (2/3)

General Manager leaders are likely to face the following **challenges** and **opportunities** to deliver on the NSW Health vision.

Improving quality and safety

Challenge

With rising patient numbers and changing expectations around quality of experience from health services, it is more important than ever for General Managers to lead the continued growth and evolution of systems that support quality, safety and harm minimisation. The challenge for General Managers is to strive towards a zero tolerance approach by continuously looking for opportunities to improve outcomes for patients and reduce 'accepted' levels of harm.

Being across all issues surrounding quality of care, in order to minimise exposure to criticism and challenges internally and from the community, are also areas of pressure.

"As General Managers, how can we influence what happens at the coal face? We have a dashboard that we look at from a safety and quality perspective, so it's more about using that information and asking what can we learn from this?"

"How do we make sure we have a system that doesn't have doom in front of us."

Opportunities

There is an increasing opportunity to lead the focus on the wellbeing and safety of patients and employees. Leaders have the opportunity to drive a culture change in this area through learning from incidents, implementing improvements and celebrating successes.

"How do we become an organisation of choice that values staff wellbeing and safety?"

"We've got a very open culture, leveraging on the less than ideal situation and celebrating the successes, however not shying away when situations happen."

Managing stakeholder relationships

Challenge

Navigating the political landscape can be an extremely complex and challenging part of the General Manager role. Leaders need to keep their finger on the pulse, as well as constantly influence and build relationships, particularly with clinicians and Ministers, in order to deliver the breadth of their role and align all services on the way forward for patient care. Balancing the time for this with other activities can be an added challenge.

"The GM must be a core influencer."

"Building relationships with clinicians is so important."

Opportunities

Leaders have the opportunity to focus on building a critical network; identifying key relationships across the board and investing time in a targeted manner to maximise the strength of their relationships. They can also foster relationships through adapting communication and personal style to specific stakeholders. If required, there is an opportunity to build leaders' capability in this area through targeted development activity.

"I can ring someone and say I have heard that something is going on and they provide the correct information. This demonstrates I am across everything."

General Manager Leader Success Profile
Leadership Challenges and Opportunities (3/3)

General Manager leaders are likely to face the following **challenges** and **opportunities** to deliver on the NSW Health vision.

	Leading the future workforce	Engaging the regional community*
Challenge	Planning for the future workforce and its associated demands is a critical challenge that General Managers will need to focus on to ensure skillsets are appropriately shifted and developed. Leaders need to create a high performing team around them, as well as identify and nurture talent from below and externally to build a sustainable pipeline of future leaders. Additionally, General Managers need to keep up with the pace of change in community health service needs and engage and develop capability to deliver these needs. *"It is critically important General Managers are developing the capability and capacity of leaders and the future workforce."* *"Considering the different kind of workforce in the future is a pressing need."* *"I have never met anyone in this system who can do everything and know everything. When I first came in I surrounded myself with people.'*	Regional General Managers face the additional, unique challenge of managing community expectations and relationships. They are required to navigate the intricacies and politics associated with being closer to the people they serve and also balance NSW health frameworks with community expectations, whilst maintaining relations. *"Internal conversations frequently become external, which causes contextual challenges that need to be navigated."* *"The ability to withstand a lot of community expectation/criticisms and respond in an understanding and empathetic way is critical."* *"The community can feel like they own the hospital and all the people in it and by extension, therefore the decisions being made require their consideration."*
Opportunities	General Managers have the opportunity to play an active role in influencing the future workforce plans. Developing capabilities in leaders and looking to reshape the future pipeline of talent is an opportunity to ensure that the appropriate skills are ready or acquired. Creative consideration must be given to how required skillsets are identified, attracted, utilised and retained in a budget constrained environment. *"In terms of the workforce set-up, it's a combination of reshaping the pipeline by looking at where people are coming from and developing people. Additionally, focusing on succession planning and effective coaching is also important."* *"How can we provide the best we can while developing people in their own personal journey and aspirations. We need to change the way we identify talent so its not just about the 'go-to' people on our list."*	Leveraging the social license through engaging in meaningful community initiatives and using their influence to shape change is an opportunity for regional General Managers. Leading and supporting their staff to manage community relationships and the demands of the role will also be important to balancing the General Manager's engagement in regional community challenges with that of their teams. *"Rurally, networking and collaborating are key skills."* *"General Managers need to be influential and manage relationships well."*

*More applicable to regional and rural General Managers

Section 4:

Experiences

General Manager Leader Success Profile
Essential Experiences (1/2)

General Managers will need to draw on previous experiences or gain experience in multiple areas. **Critical experiences** are relevant for all General Managers, across all hospitals/services. They may be gained in role, or prior to someone entering the General Manager role.

Leading high-performing, multi-functional and multi-disciplinary teams	Engaging and influencing key internal and external stakeholders	Leading the delivery of change initiatives and/or complex projects
Experience engaging and developing people from different backgrounds and specialisations to build passion and commitment to hospital/health service goals and drive individual and team excellence.	**Experience managing critical stakeholder relationships to engage, influence and collaborate to the benefit of the health services, the community and the state.**	**Experience leading change and transformation, engaging staff and the community with the change process and objectives. Experience leading large-scale projects to deliver strategy.**

Examples:

- Communicating and delivering a vision, aligned to organisational strategy

- Defining and driving high performance for team members and identifying/ recruiting the right talent

- Empowering others and holding them to account for delivery of goals and objectives

- Setting medium and long-term goals and priorities aligned to strategy

- Identifying high potential talent and actively supporting their growth and development (e.g. sponsorship, mentoring, development planning)

- Dealing with people challenges (e.g. underperformance, disengagement)

"In this role, it is critical that people see you as the leader of the organisation."

"Managing underperformance or poor behaviour is so important, it could undermine culture so much."

Examples:

- Building and using networks within and outside of the hospital environment to navigate politics and collaborate

- Managing a diverse range of stakeholders internally and externally (e.g. Ministers, academic partners, medical research institutes, industry and community groups*) to drive outcomes

- Working collaboratively within and outside of the hospital/health service to deliver integrated initiatives and patient care

- Collaborating across the network to implement reform processes and service improvement

"Rurally, you will have much closer engagement with your local MP and the community, and a much greater sense of a network. We are more like a power grid whereas a metro is like its own town. The ability to engage the community can make or break a General Manager in rural areas."

Examples

- Leading a significant change, including contributing to a change management plan, consultation with key groups and resolving challenges

- Representing the hospital or service to the media and community

- Leading complex projects (e.g. site redevelopment), including planning, scoping, problem-solving, managing multiple stakeholders

- Leading the implementation of large scale, complex projects that deliver on NSW Health strategy

- Managing multiple facilities/ portfolios with complex and competing demands

"Change management skills will become core components to a General Manager role."

"In a large facility you need to drive good clinical care for that community and also manage projects, meet targets, make budget; this is even more complex when you have multiple portfolios."

*More applicable to regional and rural General Managers

General Manager Leader Success Profile
Essential Experiences (2/2)

General Managers will need to draw on previous experiences or gain experience in multiple areas. **Critical experiences** are relevant for all General Managers, across all hospitals/services. They may be gained in role, or prior to someone entering the General Manager role.

Contributing to the development and delivery of strategy

Experience contributing to the direction of an organisation/service, including operationalising strategic initiatives and the skills profile needed to realise strategic objectives.

Examples:

- Contributing to budget development

- Delivering patient care and services to strategy in line with budget requirements

- Managing multiple sources of funding and optimising the use of these revenue streams across service delivery

- Overseeing the financial management of the budget for short and long-term requirements and opportunities, to enable achievement of strategy

- Contributing to workforce planning activities to identify the skills profile needed to deliver current and future service needs

"In the period of time that you occupy the chair, you need to contribute to strategy development. That way you are likely to understand and contribute to the outcome that is desired."

Leading patient-centric initiatives

Leading initiatives which have a significant positive impact on patient safety/ experience whilst keeping the patient at the forefront of design, execution and decision-making.

Examples

- Recruiting and/or engaging clinical leads to deliver initiatives that have a significant and positive impact on patient safety/experience

- Identifying patient trends and leading the craft groups to design and implement patient-centric solutions

- Analysing current and future needs to develop innovative solutions, service delivery models, plans and strategies to respond to those needs

- Providing input to the development, implementation and evaluation of patient safety and quality improvement programs that have delivered the best possible experience, opportunities and health outcomes for patients

"Safety is essential to the General Manager's way of working, their talking, the systems and structures, what's on the agenda, how things cascade down, what the KPIs are, and their daily leadership"

General Manager Leader Success Profile
Desirable Experiences

Desirable experiences are likely to be relevant for all General Managers but may be more or less critical depending on hospital/service. They may be gained in role, or prior to someone entering the General Manager role.

Driving efficiencies in process and resourcing	Managing crisis/high risk situations	Leading critical negotiations
Experience identifying opportunities for cost reduction, streamlining and effective resource management to drive efficiencies.	**Experience of taking a risk-based approach to crisis management and managing highly visible activities in a high-pressure environment.**	**Experience leading critical negotiations in a healthcare setting.**

Examples:

Driving efficiencies in process and resourcing

- Identifying inefficiencies in a service and providing recommendations for changes that save time and/or money
- Identifying and implementing technologies that streamline processes
- Managing schedules and resources to deliver effectively on goals
- Implementing recommendations for cost reductions that have made significant impact

"If there is a dollar in the budget and the budget is on track you can do things."

Managing crisis/high risk situations

- Being responsible for activities that are highly visible and/or have a high risk of failure, cost or impact.
- Acting as an Incident Manager at crisis events
- Making critical decisions with the best outcome for the patient/client in mind
- Managing and supporting a team through an incident and delivering the best outcome possible
- Leading a team to deliver the response to a risk/crisis situation; managing people and priorities to drive a sustainable approach and outcome
- Identifying and mitigating risk and delivering outcome against compliance standards

"You need to manage tough circumstances at any time and be the calming force."

"Leadership is key in a crisis; keeping the team strong, motivated and agile to change their priorities.'

Leading critical negotiations

- Leading negotiations that are critical to patient care e.g. with surgeons
- Leading negotiations that are critical to the success of a project, (e.g. procurement, stakeholder negotiations)
- Delivering difficult messages in a healthcare setting
- Navigating complex conversations and respectfully challenging people to negotiate optimal outcomes for patients
- Working with all parties in contract management situations to identify differing needs, expectations and consequential impact

"This is about contract management, as well as with nurses, unions and colleges. It requires leadership; consult with everyone and negotiate locally."

Section 5:

Capabilities

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General Manager Leader Success Profile
The identified capabilities for a high performing General Manager

To enable the greatest success for General Managers in NSW Health, the following **capability** proficiency levels outline what an individual can aspire to. The capabilities lists the ideal characteristics and experiences of an outstanding leader in the role. An individual can develop and where possible meet these capability levels over time, rather than when they first start in the role, hence the levels used in the Position Description may be different.

The capabilities have been developed in accordance with the limits for each grade/band from the PSC's Capability Comparison Table.

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Personal Attributes

Capability	Definition	Foundational	Intermediate	Adept	Advanced	Highly Advanced
Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change/challenges	■	■	■	■	
Act with Integrity	Be ethical, professional, and adhere to Public Sector Values	■	■	■	■	
Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	■	■	■	■	
Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	■	■	■		

Relationships

Capability	Definition	Foundational	Intermediate	Adept	Advanced	Highly Advanced
Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	■	■	■	■	■
Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	■	■	■	■	
Work Collaboratively	Collaborate with others and value their contribution	■	■	■	■	
Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	■	■	■	■	

Results

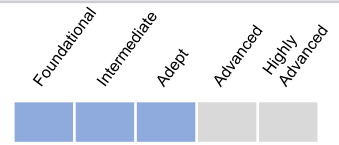| Capability	Definition	Foundational	Intermediate	Adept	Advanced	Highly Advanced
Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	■	■	■	■	■
Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	■	■	■		
Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	■	■	■	■	
Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	■	■	■	■	

Capability	Definition	Level

Business Enablers

Capability	Definition	Foundational	Intermediate	Adept	Advanced	Highly Advanced
Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	■	■	■		
Technology	Understand and use available technologies to maximise efficiencies and effectiveness	■	■	■		
Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	■	■	■		
Project Management	Understand and apply effective planning, coordination and control methods	■	■	■		

People Management

Capability	Definition	Foundational	Intermediate	Adept	Advanced	Highly Advanced
Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	■	■	■	■	■
Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	■	■	■	■	
Optimise Business Outcomes	Manage people and resources effectively to achieve public value	■	■	■	■	
Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	■	■	■	■	
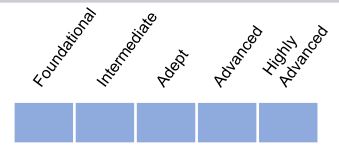
Section 6:

Leadership style

Derailers

Motivations

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General Manager Leader Success Profile
Leadership Styles

The below leadership styles are the **personality attributes** most appropriate to support leadership success for General Managers at NSW Health.

	Attribute	Definition	Why it's important
Essential	**Resilient** **[HPI: Adjustment*]**	• Remains calm and confident under pressure • Maintains control during crisis • Expresses optimism of outcomes	*"General Managers need to be able to celebrate the good times and weather the bad times."*
	Relatable **[HPI: Interpersonal Sensitivity]**	• Willing to challenge others, but ensures that they do so tactfully • Is warm and approachable • Perceptive and understanding of others' moods	*"You need to lead people but people won't follow you if you're not approachable."*
	Curious **[HPI: Inquisitive]**	• Demonstrates curiosity and openness to new ideas / opportunities • Innovative in their problem-solving	*"You have to think why not?... This is about transformational leadership."*
	Goal-Driven **[HPI: Ambition]**	• Constantly sets / accepts goals and strives towards attainment • Exudes a competitive energy • Comfortably assumes leader-like roles but does not seek status	*"Being a General Manager is about holding people accountable and then rolling up your sleeves to help when needed."*
Desirable	**Consultative** **[HPI: Sociability]**	• Engages in communication across different groups • Seeks to build positive relationships • Actively listens	*"Extensive consultations with stakeholders around options for change to get them on board is core to the role."*
	Insight Seeking **[HPI: Learning Approach]**	• Identifies knowledge gaps • Seeks learning opportunities • Seeks insight into own behaviour and performance	*"Personal insight is one of the key things that General Managers need."*
	Conscientious **[HPI: Prudence]**	• Balances being organised with ability to be flexible • Highly dependable to follow through with what they say they will do • Thorough with detail	*"People depend on General Managers for information and leadership and they expect you to follow through on your word."*

*Please see Appendix B for explanation of the HPI

General Manager Leader Success Profile
Potential Derailers

The following styles, that may emerge when leaders are under pressure, stressed or tired, are **potential derailers** to leadership and likely to cause a General Manager to struggle or fail.

Attribute	Definition	Why it's a derailer
Emotionally Reactive **[HDS Excitable]**	• Tend to show great enthusiasm for new projects, and are capable of generating energy and enthusiasm • *Under pressure*, they can easily become disappointed and readily give up on things • *Hard to work with* as they are moody, irritable, inconsistent, bad tempered and hard to please	*"I need to be able to handle everything at it's worst but also celebrate the successes when they happen."*
Self-interested **[HDS: Leisurely]**	• Seem obliging and pleasant, whilst remaining focused on their own goals • *Under pressure*, may avoid work or do the bare minimum if it is not aligned to their agenda, reluctant to be pushed or hurried • *Hard to work with* as they procrastinate, are stubborn and may under-deliver	*"General Managers are in the middle of an hourglass. Everything funnels through you."* *"If you really own the role, if you're committed, then you'll have your team on board."*
Mistrusting **[HDS: Sceptical]**	• Alert and attuned to organisational politics; not naïve/prone to being taken advantage of • *Under pressure*, overly fault-finding, argumentative, take criticism personally • *Hard to work with* as they are overly cynical, mistrusting of others and may hold grudges	*"You are relying on a lot of people to help you. Enabling and empowering my staff to do the best they can is very important."*
Risk averse **[HDS: Cautious]**	• Gracious and obliging, adhere to rules • *Under pressure*, reluctant to take risks regardless of risk assessment, do not challenge, and may be indecisive and slow to act • *Hard to work with* as reluctant to try new solutions, change averse and avoid taking controversial positions	*"General Managers can't be reluctant to take risks, they just need to do it."*

*Please see Appendix B for explanation of the HDS

General Manager Leader Success Profile
Motivations

General Managers will likely possess the following **motivations** to be engaged and driven to be an outstanding leader.

Motivator	Definition	Why it's important
Helping others and bettering society **[MVPI: Altruistic]**	• Motivated to help the less fortunate • Want to make people's lives better	*"We are public servants. We need to give lots of our time to the community."* *"At the end of the day, we are dealing with patients not numbers."*
Being a change agent **[MVPI: Tradition]**	• Values innovation and progress • Enjoys doing things in new ways • Appreciates the role of tradition and history as guides to behaviour	*"You need to value the lessons of the past. If we've tried that before and it didn't work, sometimes you need to respect that but then try again."*
Using data to solve Problems **[MVPI: Science]**	• Values analysis and problem solving • Prefers working with data and objective facts over intuition to identify, analyse and resolve challenges • Prefers to stay informed about new information	*"You need to have an inquisitive mind and be able to analyse whatever information is coming to you. I would expect a General Manager to pick up survey results and use them to set goals."*

Please see Appendix B for explanation of the MVPI

Section 7:

Cognitive abilities and emotional intelligence

NSW GOVERNMENT | Health

General Manager Leader Success Profile
Cognitive Abilities

General Managers will need strong **cognitive abilities** and **emotional intelligence** to lead their teams to deliver on the strategy.

It is important for General Managers to have the following abilities:

Numeric reasoning

Ability to analyse complex numerical data and draw logical conclusions.

Very Low	Low	Average	Strong	Very strong

Verbal reasoning

Ability to analyse verbal or written communication and make decisions or inferences from the data.

Very Low	Low	Average	Strong	Very strong

Logical reasoning

Ability to quickly analyse patterns and trends within new or unique sets of data.

Very Low	Low	Average	Strong	Very strong

Emotional intelligence

Ability to recognise, understand and influence own and others' emotions.

Very Low	Low	Average	Strong	Very strong

Appendix A

Defining the NSW Public Sector Capability Levels

NSW GOVERNMENT | Health

NSW Public Sector Capability Levels
Personal attributes

	Display Resilience and Courage	Act with integrity
Foundational	• Be open to new ideas and approaches • Offer own opinion, ask questions and make suggestions • Adapt well to new situations • Do not give up easily when problems arise • Remain calm in challenging situations	• Behave in an honest, ethical and professional way • Build understanding of ethical behaviour • Follow legislation, policies, guidelines and codes of conduct that apply to your role and organisation • Speak out against misconduct and illegal and inappropriate behaviour • Report apparent conflicts of interest
Intermediate	• Be flexible and adaptable and respond quickly when situations change • Offer own opinion and raise challenging issues • Listen when ideas are challenged and respond appropriately • Work through challenges • Remain calm and focused in challenging situations	• Represent the organisation in an honest, ethical and professional way • Support a culture of integrity and professionalism • Understand and help others to recognise their obligations to comply with legislation, policies, guidelines and codes of conduct • Recognise and report misconduct and illegal and inappropriate behaviour • Report and manage apparent conflicts of interest and encourage others to do so
Adept	• Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback and advice • Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately • Raise and work through challenging issues and seek alternatives • Remain composed and calm under pressure and in challenging situations	• Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour
Advanced	• Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues	• Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act promptly on reported breaches of legislation, policies and guidelines
Highly advanced	• Create a culture that encourages and supports openness, persistence and genuine debate around critical issues • Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change • Raise critical issues and make tough decisions • Respond to significant, complex and novel challenges with a high level of resilience and persistence • Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations	• Champion and model the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations • Set, communicate and evaluate ethical practices, standards and systems and reinforce their use • Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports • Act promptly and visibly to prevent and respond to unethical behaviour

Manage Self	Value Diversity and Inclusion
• Be willing to develop and apply new skills • Show commitment to completing assigned work activities • Look for opportunities to learn and develop • Reflect on feedback from colleagues and stakeholders	• Acknowledge and respect diverse cultures, backgrounds, experiences, perspectives, values and beliefs • Seek and understand the contributions and perspectives of others • Be aware of own personal values and biases that may affect others • Contribute to a supportive and safe working environment
• Adapt existing skills to new situations • Show commitment to achieving work goals • Show awareness of own strengths and areas for growth, and develop and apply new skills • Seek feedback from colleagues and stakeholders • Stay motivated when tasks become difficult	• Be responsive to diverse cultures, backgrounds, experiences, perspectives, values and beliefs • Seek participation from others who may have different backgrounds, perspectives and needs • Be open to different perspectives and experiences in generating ideas and solving problems • Adapt well in diverse environments • Respond constructively to feedback regarding observations of bias in language or behaviour
• Keep up to date with relevant contemporary knowledge and practices • Look for and take advantage of opportunities to learn new skills and develop strengths • Show commitment to achieving challenging goals • Examine and reflect on own performance • Seek and respond positively to constructive feedback and guidance • Demonstrate and maintain a high level of personal motivation	• Promote the value of diversity and inclusive practices for the organisation, customers and stakeholders • Demonstrate cultural sensitivity, and engage with and integrate the views of others • Look for practical ways to resolve any barriers to including people from diverse cultures, backgrounds and experiences • Recognise and adapt to individual abilities, differences and working styles • Support initiatives that create a safe and equitable workplace and culture in which differences are valued • Recognise and manage bias in interactions and decision making
• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Take the initiative and act in a decisive way • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation	• Encourage and include diverse perspectives in the development of policies and strategies • Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes • Build and monitor a workplace culture that enables diversity and fair and inclusive practices • Implement practices and systems to ensure that individuals can participate to their fullest ability • Recognise the value of individual differences to support broader organisational strategies • Address non-inclusive behaviours, practices and attitudes within the organisation • Champion the business benefits generated by workforce diversity and inclusive practice
• Promote and model the value of self-improvement and be proactive in seeking opportunities for growth and new learning • Actively seek, reflect on and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour • Manage challenging, ambiguous and complex issues calmly and logically • Model initiative and decisiveness	• Create and drive a culture where all staff practise inclusion and value the diversity of people, experiences and backgrounds • Take advantage of a diverse and inclusive workplace to foster innovation, drive change across the organisation and deliver business outcomes • Drive the design of equitable workplace systems, policies and practices that enable individuals to contribute to their fullest ability • Inspire others to become inclusive leaders by modelling inclusive behaviours in everyday actions

Relationships

	Communicate Effectively	Commit to Customer Service
Foundational	• Speak at the right pace and volume for diverse audiences • Allow others time to speak • Listen and ask questions to check understanding • Explain things clearly using inclusive language • Be aware of own body language and facial expressions • Write in a way that is logical and easy to follow • Use various communication channels to obtain and share information	• Recognise the importance of customer service and understanding customer needs • Help customers understand the services that are available • Take responsibility for delivering services that meet customer requirements • Keep customers informed of progress and seek feedback to ensure their needs are met • Show respect, courtesy and fairness when interacting with customers • Recognise that customer service involves both external and internal customers
Intermediate	• Focus on key points and speak in plain English • Clearly explain and present ideas and arguments • Listen to others to gain an understanding and ask appropriate, respectful questions • Promote the use of inclusive language and assist others to adjust where necessary • Monitor own and others' non-verbal cues and adapt where necessary • Write and prepare material that is well structured and easy to follow • Communicate routine technical information clearly	• Focus on providing a positive customer experience • Support a customer-focused culture in the organisation • Demonstrate a thorough knowledge of the services provided and relay this knowledge to customers • Identify and respond quickly to customer needs • Consider customer service requirements and develop solutions to meet needs • Resolve complex customer issues and needs • Cooperate across work areas to improve outcomes for customers
Adept	• Tailor communication to diverse audiences • Clearly explain complex concepts and arguments to individuals and groups • Create opportunities for others to be heard, listen attentively and encourage them to express their views • Share information across teams and units to enable informed decision making • Write fluently in plain English and in a range of styles and formats • Use contemporary communication channels to share information, engage and interact with diverse audiences	• Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community
Advanced	• Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats	• Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience • Ensure systems are in place to capture customer service insights to improve services • Initiate and develop partnerships with customers to define and evaluate service performance outcomes • Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches • Ensure that the organisation's systems, processes, policies and programs respond to customer needs
Highly advanced	• Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations • Anticipate and address key areas of interest for the audience and adapt style under pressure	• Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes • Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice • Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes • Set overall performance standards for service delivery across the organisation and monitor compliance

Work Collaboratively	Influence and negotiate
• Work as a supportive and cooperative team member, sharing information and acknowledging others' efforts • Respond to others who need clarification or guidance on the job • Step in to help others when workloads are high • Keep the team and supervisor informed of work tasks • Use appropriate approaches, including digital technologies, to share information and collaborate with others	• Use facts to support claims • Help to find solutions that contribute to positive outcomes • Contribute to resolving differences with other staff or stakeholders • Respond to conflict without worsening the situation and refer to a supervisor where appropriate • Know when to withdraw from a conflict situation
• Build a supportive and cooperative team environment • Share information and learning across teams • Acknowledge outcomes that were achieved by effective collaboration • Engage other teams and units to share information and jointly solve issues and problems • Support others in challenging situations • Use collaboration tools, including digital technologies, to work with others	• Use facts, knowledge and experience to support recommendations • Work towards positive and mutually satisfactory outcomes • Identify and resolve issues in discussion with other staff and stakeholders • Identify others' concerns and expectations • Respond constructively to conflict and disagreements and be open to compromise • Keep discussions focused on the key issues
• Encourage a culture that recognises the value of collaboration • Build cooperation and overcome barriers to information sharing and communication across teams and units • Share lessons learned across teams and units • Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work • Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services	• Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict
• Recognise outcomes achieved through effective collaboration between teams • Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government • Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions • Network extensively across government and organisations to increase collaboration • Encourage others to use appropriate collaboration approaches and tools, including digital technologies	• Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial 'win-win' outcomes • Show sensitivity and understanding in resolving acute and complex conflicts and differences • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Anticipate and minimise conflict within the organisation and with external stakeholders
• Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector • Publicly celebrate the successful outcomes of collaboration • Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions • Identify and overcome barriers to collaboration with internal and external stakeholders	• Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy • Use sound arguments, strong evidence and expert opinion to influence outcomes • Determine and communicate the organisation's position and bargaining strategy • Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional • Achieve effective solutions when dealing with ambiguous or conflicting positions • Anticipate and avoid conflict across organisations and with senior internal and external stakeholders • Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution

Results

	Deliver Results	Plan and Prioritise
Foundational	• Seek clarification when unsure of work tasks • Complete own work tasks under guidance within set budgets, timeframes and standards • Take the initiative to progress own work • Identify resources needed to complete allocated work tasks	• Plan and coordinate allocated activities • Re-prioritise own work activities on a regular basis to achieve set goals • Contribute to the development of team work plans and goal setting • Understand team objectives and how own work relates to achieving these
Intermediate	• Seek and apply specialist advice when required • Complete work tasks within set budgets, timeframes and standards • Take the initiative to progress and deliver own work and that of the team or unit • Contribute to allocating responsibilities and resources to ensure the team or unit achieves goals • Identify any barriers to achieving results and resolve these where possible • Proactively change or adjust plans when needed	• Understand the team and unit objectives and align operational activities accordingly • Initiate and develop team goals and plans, and use feedback to inform future planning • Respond proactively to changing circumstances and adjust plans and schedules when necessary • Consider the implications of immediate and longer-term organisational issues and how these might affect the achievement of team and unit goals • Accommodate and respond with initiative to changing priorities and operating environments
Adept	• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business needs • Ensure that the financial implications of changed priorities are explicit and budgeted for	• Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work • Initiate, prioritise, consult on and develop team and unit goals, strategies and plans • Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses • Ensure current work plans and activities support and are consistent with organisational change initiatives • Evaluate outcomes and adjust future plans accordingly
Advanced	• Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will be measured and guide others on evaluation methods • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control business unit output to ensure government outcomes are achieved within budgets • Progress organisational priorities and ensure that resources are acquired and used effectively	• Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate and include contingency provisions • Monitor the progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately • Consider the implications of a wide range of complex issues and shift business priorities when necessary • Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning
Highly advanced	• Use own professional knowledge and the expertise of others to drive forward organisational and government objectives • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes • Identify and remove potential barriers or hurdles to achieving outcomes • Initiate and communicate high-level priorities for the organisation to achieve government outcomes	• Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staff • Influence the organisation's current and potential future role within government and the community, and plan appropriately • Ensure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planning • Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes • Drive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government

Think and Solve Problems	Demonstrate Accountability
• Ask questions to explore and understand issues and problems • Find and check information needed to complete own work tasks • Identify and inform supervisor of issues that may have an impact on completing tasks • Escalate more complex issues and problems when these are identified • Share ideas about ways to improve work tasks and solve problems • Consider user needs when contributing to solutions and improvements	• Take responsibility for own actions • Be aware of delegations and act within authority levels • Be aware of team goals and their impact on work tasks • Follow safe work practices and take reasonable care of own and others' health and safety • Escalate issues when these are identified • Follow government and organisational record-keeping requirements
• Identify the facts and type of data needed to understand a problem or explore an opportunity • Research and analyse information to make recommendations based on relevant evidence • Identify issues that may hinder the completion of tasks and find appropriate solutions • Be willing to seek input from others and share own ideas to achieve best outcomes • Generate ideas and identify ways to improve systems and processes to meet user needs	• Be proactive in taking responsibility and being accountable for own actions • Understand delegations and act within authority levels • Identify and follow safe work practices, and be vigilant about own and others' application of these practices • Be aware of risks and act on or escalate risks, as appropriate • Use financial and other resources responsibly
• Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence • Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience • Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience • Seek contributions and ideas from people with diverse backgrounds and experience • Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness	• Assess work outcomes and identify and share learnings to inform future actions • Ensure that own actions and those of others are focused on achieving organisational outcomes • Exercise delegations responsibly • Understand and apply high standards of financial probity with public monies and other resources • Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety • Conduct and report on quality control audits • Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks
• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	• Design and develop systems to establish and measure accountabilities • Ensure accountabilities are exercised in line with government and business goals • Exercise due diligence to ensure work health and safety risks are addressed • Oversee quality assurance practices • Model the highest standards of financial probity, demonstrating respect for public monies and other resources • Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks • Incorporate sound risk management principles and strategies into business planning
• Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement • Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues • Identify and evaluate organisation-wide implications when considering proposed solutions to issues • Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact • Ensure effective governance systems are in place to guarantee quality analysis, research and reform	• Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness • Promote a culture of accountability with clear links to government goals • Set standards and exercise due diligence to ensure work health and safety risks are addressed • Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity • Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation • Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved

Business enablers

	Finance	Technology
Foundational	• Understand that government services budgets are limited and must only be used for intended purposes • Appreciate the importance of accuracy and completeness in estimating costs and calculating and recording financial information • Be aware of financial delegation principles and processes • Understand basic compliance obligations related to using resources and recording financial transactions	• Display familiarity and confidence when applying technology used in role • Comply with records, communication and document control policies • Comply with policies on the acceptable use of technology, including cyber security
Intermediate	• Understand basic financial terminology, policies and processes, including the difference between recurrent and capital spending • Consider financial implications and value for money in making recommendations and decisions • Understand how financial decisions impact the overall financial position • Understand and act on financial audit, reporting and compliance obligations • Display an awareness of financial risk, reputational risk and exposure, and propose solutions to address these	• Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks • Use available technology to improve individual performance and effectiveness • Make effective use of records, information and knowledge management functions and systems • Support the implementation of systems improvement initiatives, and the introduction and roll-out of new technologies
Adept	• Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures • Understand the impacts of funding allocations on business planning and budgets • Identify discrepancies or variances in financial and budget reports, and take corrective action • Know when to seek specialist advice and support and establish the relevant relationships • Make decisions and prepare business cases, paying due regard to financial considerations	• Identify opportunities to use a broad range of technologies to collaborate • Monitor compliance with cyber security and the use of technology policies • Identify ways to maximise the value of available technology to achieve business strategies and outcomes • Monitor compliance with the organisation's records, information and knowledge management requirements
Advanced	• Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of various purchasing options • Promote the role of sound financial management and its impact on organisational effectiveness • Obtain specialist financial advice when reviewing and evaluating finance systems and processes • Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner	• Champion the use of innovative technologies in the workplace • Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies • Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes • Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes • Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and po
Highly advanced	• Advocate for committed outcomes to be considered in decision making for project prioritisation and resourcing decisions • Define organisational directions and set priorities and business plans, referring to key financial indicators and non-financial committed outcomes • Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them • Ensure that the organisation informs strategic decisions with appropriate advice from finance and risk professionals • Establish effective governance to ensure that financial resources are used ethically and prudently across the organisation	• Support research and expert advice on the application of emerging technologies to achieve organisational outcomes • Ensure that effective governance frameworks are in place to efficiently and effectively apply technology within the organisation • Establish effective governance to ensure organisational compliance with cyber security and acceptable use of technology policies • Critically assess business cases supporting the introduction of technology to improve the organisation's efficiency and effectiveness • Ensure that effective policy and procedures are in place for records, information and knowledge management to meet government and organisational requirements

Procurement and Contract Management	Project Management
• Comply with basic ordering, receipting and payment processes • Apply basic checking and quality-control processes to activities that support procurement and contract management • Understand probity principles relating to purchasing	• Understand project goals, steps to be undertaken and expected outcomes • Plan and deliver tasks in line with agreed project milestones and timeframes • Check progress against agreed milestones and timeframes, and seek help to overcome barriers • Participate in planning and provide feedback on progress and potential improvements to project processes
• Understand and comply with legal, policy and organisational guidelines and procedures relating to purchasing • Conduct delegated purchasing activities in line with procedures • Work with providers, suppliers and contractors to ensure that outcomes are delivered in line with time and quality requirements	• Perform basic research and analysis to inform and support the achievement of project deliverables • Contribute to developing project documentation and resource estimates • Contribute to reviews of progress, outcomes and future improvements • Identify and escalate possible variances from project plans
• Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management • Develop well-written, well-structured procurement documentation that clearly sets out the business requirements • Monitor procurement and contract management processes to ensure they are open, transparent and competitive • Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance • Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles • Escalate procurement and contract management issues, where required	• Understand all components of the project management process, including the need to consider change management to realise business benefits • Prepare clear project proposals and accurate estimates of required costs and resources • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Identify and evaluate risks associated with the project and develop mitigation strategies • Identify and consult stakeholders to inform the project strategy • Communicate the project's objectives and its expected benefits • Monitor the completion of project milestones against goals and take necessary action • Evaluate progress and identify improvements to inform future projects
• Ensure that employees and contractors apply government and organisational procurement and contract management policies • Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions • Promote effective risk management in procurement • Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes • Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors	• Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans and minimise impact • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups
• Ensure that whole-of-government approaches to procurement and contract management are integrated into the organisation's policies and practices • Ensure that effective governance processes are in place for the organisation's provider, supplier and contractor management, tendering, procurement and contracting policies, processes and outcomes • Monitor and evaluate compliance and the effectiveness of procurement and contract management within the organisation	• Ensure there are systems and effective governance processes in place for project management • Make decisions on accepting projects based on business cases • Use the historical, political and broader context to inform project directions and mitigate risk • Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication • Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances • Drive the changes required to realise the business benefits of the project • Ensure that project management decisions consider interdependencies between projects

People management

	Manage and Develop People	Inspire Direction and Purpose
Foundational	• Clarify the work required, and the expected behaviours and outputs • Clearly communicate team members' roles and responsibilities • Contribute to developing team capability and recognise potential in people • Recognise good performance, and give support and regular constructive feedback linked to development needs • Identify appropriate learning opportunities for team members • Create opportunities for all team members to contribute • Act as a role model for inclusive behaviours and practices • Recognise performance issues that need to be addressed and seek appropriate advice	• Assist team members to understand organisational directions • Ensure team members understand the organisation's policies and services • Ensure team members understand how their activities align with business objectives and the organisation's performance • Recognise and acknowledge team members' high-quality work and effort
Intermediate	• Collaborate to set clear performance standards and deadlines in line with established performance development frameworks • Look for ways to develop team capability and recognise and develop individual potential • Be constructive and build on strengths by giving timely and actionable feedback • Identify and act on opportunities to provide coaching and mentoring • Recognise performance issues that need to be addressed and work towards resolving issues • Effectively support and manage team members who are working flexibly and in various locations • Create a safe environment where team members' diverse backgrounds and cultures are considered and respected • Consider feedback on own management style and reflect on potential areas to improve	• Assist the team or unit to understand organisational directions and explain the reasons behind decisions • Ensure that team and unit objectives lead to the achievement of business outcomes that align with organisational policies • Ensure team members understand how their activities create value for the organisation, customers and stakeholders • Encourage team members to strive for ongoing performance improvement • Recognise and acknowledge high individual and team performance
Adept	• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes • Adjust performance development processes to meet the diverse abilities and needs of individuals and teams • Develop work plans that consider capability, strengths and opportunities for development • Be aware of the influences of bias when managing team members • Seek feedback on own management capabilities and develop strategies to address any gaps • Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way • Monitor and report on team performance in line with established performance development frameworks	• Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders • Translate broad organisational strategy and goals into tangible team goals and explain the links for the team • Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders • Work to remove barriers to achieving goals
Advanced	• Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives	• Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value • Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these • Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes • Create opportunities for recognising and celebrating high performance at the individual and team level • Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges
Highly advanced	• Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning • Drive executive capability development and ensure effective succession management practices • Implement effective approaches to identify and develop talent across the organisation • Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback and exposure to new experiences • Drive a culture of high performance and ensure performance issues are addressed as a priority	• Champion the organisational vision and strategy, and communicate the way forward • Create a culture of confidence and trust in the future direction • Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation • Communicate the parameters and expectations surrounding organisational strategies • Celebrate organisational success and high performance, and engage in activities to maintain morale

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Optimise Business Outcomes	Manage Reform and Change
• Keep team members informed of the reasons for decisions so that this can inform their work • Ensure that team members make effective use of resources to maximise business outcomes • Ensure that team members understand and inform customers about processes, practices and decisions • Ensure that team members understand business principles to achieve work tasks effectively • Ensure team goals and standards are met	• Support change initiatives and assist team members to understand their purpose and impact • Share information with team members to assist them to understand and manage uncertainty and change • Recognise barriers to change and support the team so they can better accept and facilitate change
• Develop team and unit plans that consider team capabilities and strengths • Plan and monitor resource allocation effectively to achieve team and unit objectives • When planning resources, consider the attraction and retention of people of diverse cultures, backgrounds and experiences • Ensure that team members work with a good understanding of business principles as they apply to the public sector context • Participate in wider organisational workforce planning to ensure that capable resources are available	• Promote change processes and communicate change initiatives across the team or unit • Accommodate changing priorities and respond flexibly to uncertainty and ambiguity • Support others in managing uncertainty and change
• Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives • Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning • When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences • Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context • Monitor performance against standards and take timely corrective actions • Keep others informed about progress and performance outcomes	• Support teams in developing new ways of working and generating innovative ideas to approach challenges • Actively promote change processes to staff and participate in communicating change initiatives across the organisation • Provide guidance, coaching and direction to others who are managing uncertainty and change • Engage staff in change processes and provide clear guidance, coaching and support • Identify cultural barriers to change and implement strategies to address these
• Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals • Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences • Encourage team members to take calculated risks to support innovation and improvement • Align systems and processes to encourage improved performance and outcomes	• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers
• Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time • Engage in strategic workforce planning and strategic resource utilisation to ensure that the organisation's aims and goals and the government's objectives can be achieved • Align workforce resources and talent with organisational priorities • Set clear boundaries and freedoms for the organisation in risk taking • Hold self and others accountable for implementing and maintaining inclusive workforce management practices	• Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies • Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context • Create an organisational culture that actively seeks opportunities to improve • Anticipate, plan for and address cultural barriers to change at the organisational level

Appendix B

Mapping psychometric
tools to the profile

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Mapping Psychometric Tools to the Profile
Leadership Styles

The leadership styles of General Managers can be assessed using the **Hogan Personality Inventory** as the framework. These styles reference personal characteristics that impact how individuals approach work and interact with others. It is advised leaders sit within the targeted interpretive ranges detailed below.

OUR SCALE NAME	HOGAN HPI SCALE NAME	HOGAN TARGETED INTERPRETIVE RANGES

ESSENTIAL

Resilience	Adjustment	
Relatable	Interpersonal Sensitivity	
Curious	Inquisitive	
Goal - driven	Ambition	

Low (0-35)   Moderate (36-64)   High (65+)

DESIRABLE

Consultative	Sociability	
Insight Seeker	Learning Approach	
Conscientious	Prudence	

Low (0-35)   Moderate (36-64)   High (65+)

Mapping Psychometric Tools to the Profile
Potential Derailers

The potential leadership derailers of General Managers can be assessed through the **Hogan Development Survey**. These derailers reference tendencies that occur when under stress or pressure, or when a leader is not paying attention. It is advised leaders sit within the targeted interpretive ranges detailed below. Derailers should always be explored through a feedback session with the leader to assess their impact and discuss coping mechanisms.

How to interpret derailer scores:

High risk on the below derailers (90-100)

Leaders who are classified as high risk on the below derailers are at high risk of being unsuccessful in the General Manager role. Such leaders may still be appropriate for the General Manager role if they only demonstrate some (and not all) of the below derailers, and can clearly demonstrate mechanisms to cope with/avoid their derailers.

Moderate risk on the below derailers (70-89)

Leaders who are classified as moderate risk have an increased likelihood of being unsuccessful in the General Manager role. Such leaders may still be appropriate for the General Manager role where they have demonstrated mechanisms to cope with/avoid their derailers.

Moderate to High risk on derailers not captured below (70+)

Most leaders will have a couple of derailers, with those in the 'high risk' classification being of most concern. Leaders who demonstrate derailers not captured in the list below are less likely to have their success as a General Manager impacted by these derailers. However, these derailers should be still be explored with the leader in an interview (particularly for high risk derailers).

Low to no risk (69 and under)

Are unlikely to impact the success of a leader.

OUR SCALE NAME	HOGAN HDS SCALE NAME	HOGAN TARGETED INTERPRETIVE RANGES
Emotionally reactive	Excitable	
Self-interested	Leisurely	
Mistrusting	Sceptical	
Risk Averse	Cautious	

		No Risk (0-35)	Low Risk (36-69)	Moderate Risk (70-89)	High Risk (90+)

Mapping Psychometric Tools to the Profile
Motivations

Leadership motivators can be assessed through the **Hogan Motive Values Preferences Inventory**. These motivators reference an individual's core values, goals, and interests, information that relates to (a) the environment in which the person will perform best and derive the most motivation and (b) the kind of culture the person will be motivated to create as a leader. It is advised leaders sit within the targeted interpretive ranges detailed below.

MOTIVATIONS	HOGAN MVPI SCALE NAME	TARGETED INTERPRETIVE RANGES
Helping others and bettering society	Altruistic	Above average–High
Being a change agent	Tradition	Above average–High
Using data to solve problems	Science	Above average–High
N/A – not a key motivator for GM role	Recognition	
N/A – not a key motivator for GM role	Power	
N/A – not a key motivator for GM role	Hedonism	
N/A – not a key motivator for GM role	Affiliation	
N/A – not a key motivator for GM role	Security	
N/A – not a key motivator for GM role	Commerce	
N/A – not a key motivator for GM role	Aesthetics	

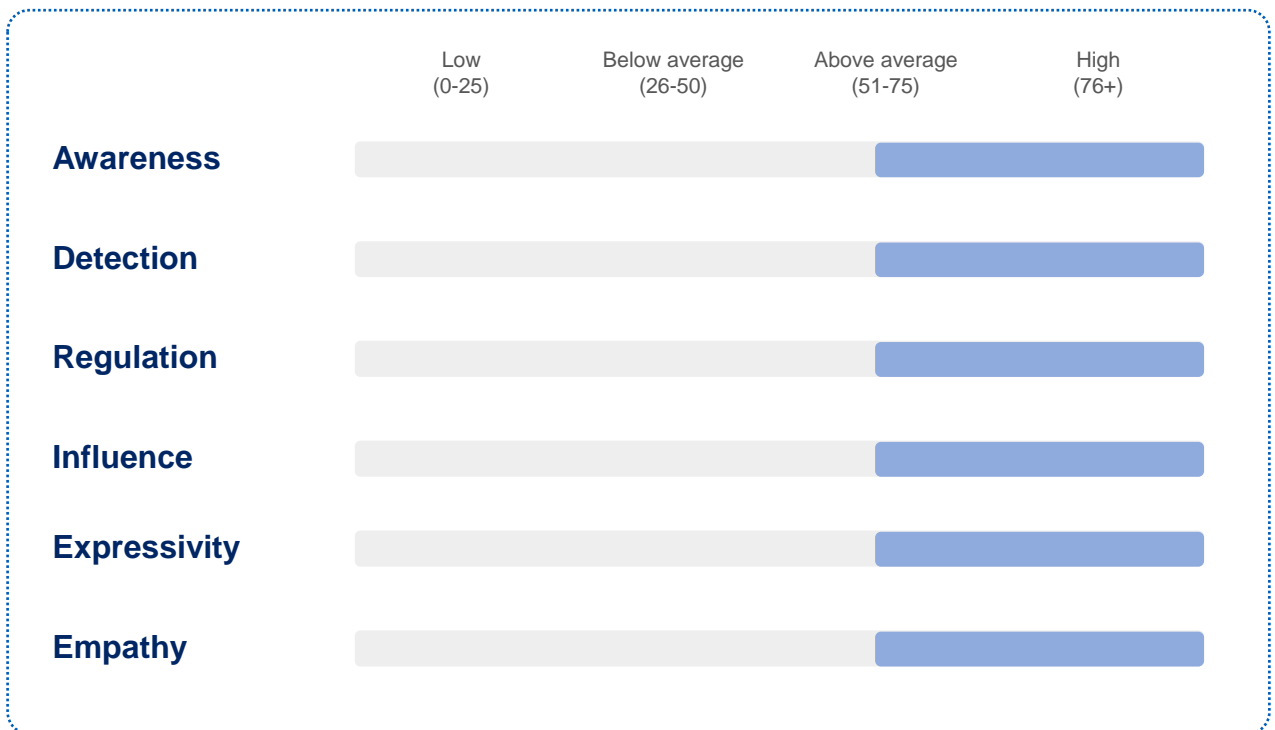Low (0-25)   Below average (0-35)   Above average (51-75)   High (76+)

Mapping Psychometric Tools to the Profile
Cognitive Abilities and Emotional Intelligence

The cognitive abilities of General Managers can be measured through the administration of **numerical, verbal and logical reasoning tests** e.g. SHL Verify. To achieve a 'strong' rating in these tests, individuals should be scoring 'above average' in relation to the benchmarked test population.

The emotional intelligence of General Managers can be assessed using the **Hogan Emotional Intelligence (EQ)** as the framework. Individuals with higher emotional intelligence have good interpersonal skills and quickly understand what others feel and why they behave in a certain way. Further, these individuals remain calm in stressful situations and handle pressure well. It is advised leaders sit within the targeted interpretive ranges detailed below.

TARGETED SCALE RANGE

	Low (0-25)	Below average (26-50)	Above average (51-75)	High (76+)
Awareness			███████████	███████████
Detection			███████████	███████████
Regulation			███████████	███████████
Influence			███████████	███████████
Expressivity			███████████	███████████
Empathy			███████████	███████████

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