

# Leader Success Profile

## User Guide



# How to use the Leader Success Profile

The NSW Health Leader Success Profile defines the leadership elements required to be outstanding within a leadership role.

## The Leader Success Profile informs decision-making across the employee lifecycle in a number of ways:

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

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

Clear criteria to inform the design of leadership development programs

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

Clear criteria to inform succession planning activities

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

The Leader Success Profile can be applied to the key domains of the NSW Health's **employee lifecycle**



### Recruitment, Selection and Onboarding

- Attraction
- Job advertisement
- Interviews
- Job assessments
- Identifying candidates
- Onboarding



### Leadership, Organisation and Development

- Workforce management/ planning
- Leadership development curriculum
- Succession planning (future leaders assessment)



### Performance and Recognition

- Personal and professional development plans and career conversations
- Career development review
- 360-degree feedback surveys
- High potential assessments/ identifications
- Recognition programs



### Career and Mobility

- Career pathways/planning
- Secondment/exchange scheme
- Future talent pools (e.g. high potential)
- Future career mobility pools (when developed)
- Redeployment



# Recruitment, Selection and Onboarding

The Leader Success Profile aims to:

- Provide potential applicants and existing employees a sound understanding of the challenges and capabilities required for the role; allowing them to 'opt-in'
- Ensure that potential applicants have the appropriate prior experiences, capabilities, leadership styles and motivations to successfully meet the responsibilities and challenges of the role.

Key area	Description	What the LSP can provide
<b>Position Description</b>	<ul style="list-style-type: none"><li>• The position description provides candidates insight into the role and allows them to 'opt-in'</li><li>• Capabilities are the transferable knowledge (theoretical or practical understanding of a subject), skills (proficiencies developed through training, experience or practice) and abilities (qualities of being able to do something) relevant to a role</li><li>• The LSP contains capabilities we would expect from a high performing person within the role. The LSP <b>should not</b> replace the position description</li></ul>	<ul style="list-style-type: none"><li>• The LSP can help influence capability areas within the position description</li><li>• Paired with the existing position description, the LSP may be used to determine high performing candidates already meeting some of the capability areas of the LSP</li><li>• The LSP may be used as a reference to assess candidates in determining their current and potential capabilities during recruitment</li><li>• The LSP vision of the role may be used in the position description to give candidates an insight on what the role strives to achieve</li><li>• The experiences section of the LSP can be used to identify candidates with the experience that is most suited to successfully overcome leadership challenges.</li></ul>
<b>Job Advertisement</b>	<ul style="list-style-type: none"><li>• Key areas of the LSP can be used to help attract high performing and high potential external and internal people to the role</li><li>• The LSP <b>should not</b> replace the position description in the job advertisements and you <b>should not</b> expect a candidate to meet all the capability levels within the LSP at recruitment</li></ul>	<ul style="list-style-type: none"><li>• The LSP vision of the role may be used in job advertisement to give potential candidates insight on what the role strives to achieve</li><li>• The role in context provides candidates with details of the importance and criticality of the leadership role within the NSW Health system. This helps provide more information to candidates unfamiliar with role</li><li>• Challenges and opportunities within the LSP can be highlighted within the job advertisement to help candidates gain a better understanding of the role and attract those with the key experiences/enthusiasm to take on the role.</li></ul>



# Recruitment, Selection and Onboarding (continued)

Key area	Description	What the LSP can provide
<b>Targeted Questions (applicable for Ministry only recruitment)</b>	<ul style="list-style-type: none"> <li>• Capability based questions relevant to the role and are designed to elicit responses from applicants that provide evidence in a similar area.</li> </ul>	<ul style="list-style-type: none"> <li>• The LSP can be used to help develop targeted questions which adds a component that measures for high performing and high potential candidates. Additional targeted questions may be added based of the key areas of the LSP:               <ul style="list-style-type: none"> <li>○ Capabilities</li> <li>○ Experiences</li> <li>○ Challenges</li> <li>○ Leadership Style</li> <li>○ Derailers</li> <li>○ Motivators</li> </ul> </li> </ul>
<b>Selection Criteria</b>	<ul style="list-style-type: none"> <li>• Capability based questions relevant to the role and are designed to elicit responses from applicants that provide evidence in a similar area.</li> </ul>	<ul style="list-style-type: none"> <li>• The LSP can be used to help develop targeted questions which adds a component that measures for high performing and high potential candidates. Additional targeted questions may be added based of the key areas of the LSP:               <ul style="list-style-type: none"> <li>○ Capabilities</li> <li>○ Experiences</li> <li>○ Challenges</li> <li>○ Leadership Style</li> <li>○ Derailers</li> <li>○ Motivators</li> </ul> </li> </ul>
<b>Interview</b>	<ul style="list-style-type: none"> <li>• The interview will contain interview questions to identify the best candidate suited for the role</li> <li>• Candidates can also be measured by their potential. It should be agreement by the interview panel the weighting of the interview question relating to the candidate's potential for the role.</li> </ul>	<ul style="list-style-type: none"> <li>• The LSP can be used to help develop targeted questions which adds a component that measures for high performing and high potential candidates. Additional targeted questions, may be added based of the key areas of the LSP:               <ul style="list-style-type: none"> <li>○ Capabilities</li> <li>○ Experiences</li> <li>○ Challenges</li> <li>○ Leadership Style</li> <li>○ Derailers</li> <li>○ Motivators</li> </ul> </li> <li>• The LSP can be used to help the interview panel assess a candidate's potential, by comparing the candidate's experiences to the LSP</li> <li>• The LSP can be used to identify candidates who would be high performers in the role.</li> </ul>



# Recruitment, Selection and Onboarding (continued)

Key area	Description	What the LSP can provide
<b>Job Assessments</b>	<ul style="list-style-type: none"> <li>• Job assessments are used to support the interview to identify the best candidate suited for the role</li> <li>• The assessment can be psychometric assessments (e.g. cognitive ability tests, personality questionnaires) and/or work sample exercises.</li> </ul>	<ul style="list-style-type: none"> <li>• The LSP can be used to map results from psychometric tools to the profile to identify candidates who sit within the advised targeted interpretive ranges of the leadership role. The LSP provides these ranges for these key areas:               <ul style="list-style-type: none"> <li>○ Leadership Style</li> <li>○ Derailers</li> <li>○ Motivators</li> <li>○ Cognitive abilities and emotional intelligence</li> </ul> </li> <li>• The LSP can be used to develop work sample exercises with a component that measures for high performing and high potential candidates. Work sample exercises, may be influenced by these key areas of the LSP:               <ul style="list-style-type: none"> <li>○ Capabilities</li> <li>○ Experiences</li> <li>○ Challenges</li> <li>○ Leadership Style</li> <li>○ Derailers</li> <li>○ Motivators</li> </ul> </li> </ul> <p><b>Please note the Hogan’s Assessment System was used for the psychometric mapping within the LSP.</b></p>
<b>Onboarding and Orientation</b>	<ul style="list-style-type: none"> <li>• Onboarding and orientation helps a new employee adjust to the new role</li> <li>• The manager and the employee may want to identify key aspects of the LSP for future career development at this early stage.</li> </ul>	<ul style="list-style-type: none"> <li>• The LSP can be used as a guide for new starters in outlining the future potential within the role. It may be useful for the manager and the staff member to determine key development areas and opportunities. Please refer to the following sections for more information in how to use the LSP for:               <ul style="list-style-type: none"> <li>○ Leadership and development</li> <li>○ Performance and recognition</li> <li>○ Career mobility</li> </ul> </li> <li>• The employee can review the LSP and self assess where they plan to be and identify their own personal development opportunities to be successful within the role.</li> </ul>



# Leadership Organisation and Development

The Leader Success Profile aims to:

- Support sustainable leadership through the design of a tailored, fit for purpose development program that prepares the staff member for the key challenges and uplifts critical capabilities for success.
- Support succession planning through identifying future leaders with the right experiences and capabilities to succeed in the role.

Key area	Description	What the LSP can provide
<b>Workforce Planning</b>	<ul style="list-style-type: none"> <li>• Workforce planning is important in providing a fit for purpose workforce for the patients we serve</li> <li>• Workforce planning is critical in supporting and sustaining leadership and identifying future leaders with the right experience and capabilities to be successful in the role.</li> </ul>	<p>For managers:</p> <ul style="list-style-type: none"> <li>• The critical experiences and challenges within the LSP can help managers identify employees with the skillset to perform in roles and projects that require specific skill sets to deliver health care outcomes</li> <li>• Utilising the critical experiences and cognitive abilities in the LSP to identify roles that meet the individual capabilities to thrive and engage in their work and projects.</li> </ul> <p>For individuals</p> <ul style="list-style-type: none"> <li>• The LSP vision of the role may be used in the position description to give candidates insight on what the role strives to achieve.</li> </ul>
<b>Leadership Development</b>	<ul style="list-style-type: none"> <li>• Specialised leadership development programs can be developed based of the key areas of the LSP of a specific role.</li> <li>• Mentoring and coaching guides can be developed based of the key areas of the key areas of the LSP of a specific role.</li> </ul>	<ul style="list-style-type: none"> <li>• The leadership styles and derailers of the LSP can be used to create new leadership and development programs tailored to these key areas</li> <li>• The leadership and development programs will be tailored for the role and provide individualised learning experiences for self and cohort training groups.</li> <li>• The LSP capabilities and critical experiences can be used in developing Mentoring action plans/goals.</li> </ul>
<b>Succession Planning</b>	<ul style="list-style-type: none"> <li>• Succession planning involves understanding the critical roles within an organisation, the current occupants of those roles and their likely career moves, and the pool of available talent who could fill the roles in the future.</li> </ul>	<p>For managers</p> <ul style="list-style-type: none"> <li>• The LSP capabilities and leadership styles can help identify talent and what development they might need to fill critical roles successfully</li> </ul> <p>For individuals:</p> <ul style="list-style-type: none"> <li>• Reflect upon the challenges and opportunities to gain a greater understanding of the critical role</li> <li>• Utilise the critical experiences in the LSP to look for opportunities to further develop. This will prepare them for desired positions when they become available.</li> </ul>



# Performance and Recognition

The Leader Success Profile aims to:

- Shape career planning, feedback and development conversations for individuals through discussions of strengths and gaps
- Recognise leaders who have been successful in overcoming the challenges, and sharing this success to motivate others to do the same.

The LSP **should not** be used to dictate expectations within a performance review but can be used for development plans.

Key area	Description	What the LSP can provide
<b>Personal and Professional Development Plans and Career Conversations</b>	<ul style="list-style-type: none"> <li>• A meaningful development plan should focus on building strengths and improving in areas that require further development</li> <li>• The key areas of the LSP can be used to identify these strengths and opportunities for an individual who aspires to be a high performer within the role</li> <li>• An integrated approach to development based on the 70:20:10 model is likely to achieve the best developmental outcomes:               <ul style="list-style-type: none"> <li>• 70% of learning is gained from experience (e.g. on the job experience, tasks and problem solving)</li> <li>• 20% of learning is gained through relationships (e.g. feedback and interpersonal learning)</li> <li>• 10% of learning is gained through formal learning programs.</li> </ul> </li> </ul>	<p>For managers:</p> <ul style="list-style-type: none"> <li>• The LSP can help start personal and development plans and career conversations with your staff</li> <li>• The LSP capabilities can be used to help identify your employees strengths and opportunities to develop. These identified areas can be linked to existing Leadership and development programs state-wide or within your Local Health District.</li> </ul> <p>For individuals:</p> <ul style="list-style-type: none"> <li>• The LSP capabilities can help you identify your personal strengths and opportunities to develop. These can help start a conversation with your manager to start a development plan</li> <li>• The LSP can help with a personal development review, matching your strengths and experiences with key leadership positions.</li> </ul>
<b>'High Potential' Assessments/ Identification</b>	<ul style="list-style-type: none"> <li>• The potential of a person is a mixture of individual characteristics, specific capabilities and knowledge and skills that contribute to individual and collective long term success</li> <li>• 'High potential' is often based on an assessment of an individual against three qualities: ability, aspiration and engagement.</li> </ul>	<p>For managers:</p> <ul style="list-style-type: none"> <li>• The LSP can help identify staff members who are high potential and high performing to be placed on talent management programs, recognition programs and talent pools</li> <li>• The LSP can be used to design high potential assessments for staff to help identify strengths and opportunities for leadership roles</li> </ul> <p>For individuals:</p> <ul style="list-style-type: none"> <li>• The LSP can be used to assess personal potential areas and match these identified strengths and gaps to development programs and roles.</li> </ul>



# Performance and Recognition (continued)

Key area	Description	What the LSP can provide
<b>Performance evaluation tools (360 review survey, Hudson assessment, Hogan's assessment)</b>	<ul style="list-style-type: none"><li>• Performance evaluation tools can be used to help managers recognise high performers, individuals with high potential and identify opportunities for improvement within their staff</li><li>• For individuals these can be used as self assessments to identify opportunities for self improvement and identify strengths related to the leadership role</li><li>• Performance evaluation tools can be used to gain feedback in multiple areas/sources (360 review survey) or the manger/individual can use them to focus on one key area e.g. Hogan Development Survey to identify derailers.</li></ul>	<ul style="list-style-type: none"><li>• The LSP can be used to map results from psychometric tools to the profile to identify where an individual sits within the advised targeted interpretive ranges of the leadership role for their leadership style. The LSP also provides guidance on the leadership styles essential for the role to succeed and which are just desirable</li><li>• The LSP provides guidance for individual's potential leadership derailers within a leadership role. The LSP identifies the tendencies for these derailers to occur under stress/pressure and the issues that may arise. The manager and individual can use the LSP to identify the range and develop mechanism to cope/avoid these derailers</li><li>• The motivators section within the LSP can be used to match an individual's result to show the best environment the person will perform in and the culture the person will be motivated to create as a leader</li></ul> <p><b>Please note the Hogan's Assessment System was used for the psychometric mapping within the LSP..</b></p>





# Career and Mobility

The Leader Success Profile aims to:

- Design and identify pathways for career progression that are tailored to the leadership capability and which help future leaders gain the experience they need for success in the role.
- Design and identify career pathways that will contain elements that motivate leaders to continually deliver high performance.

Key area	Description	What the LSP can provide
<b>Career Pathways Planning and Mobility</b>	<ul style="list-style-type: none"><li>• A key outcome of a meaningful development plan is career pathway planning. The strengths and gaps that you choose to develop should be in line of where you want to be in your future career</li><li>• The planned movement of employees within, across and outside agencies to gain varied job experiences is an effective strategy in career and capability development. For high potential talent, this is particularly effective, as these individuals are often looking for 'an experience' which provides new opportunities for career growth.</li></ul>	<p>For managers:</p> <ul style="list-style-type: none"><li>• The LSP capabilities, leadership styles, derailers and motivators section can be used during career planning conversations with staff.</li><li>• The vision and role in context sections of the LSP provides your staff with details of the importance and criticality of the leadership role within the NSW Health system. This helps provide more information to staff members unfamiliar with the role</li><li>• Staff identified as high performing and high potential can be put on mobility pools (when developed)</li></ul> <p>For individuals:</p> <ul style="list-style-type: none"><li>• The LSP vision and role in context provides you with more information about the role and whether it is something you aspire to achieve on your career pathway</li><li>• The LSP capabilities can be used to match yourself on personal development opportunities/programs (e.g. through secondment opportunities) to achieve the levels outlined, The LSP can be a good reference to help develop and align your career goals.</li></ul>

# Accessing the Leader Success Profiles

- ▶ The LSPs created to date are available on the [NSW Health website- Leader Success Profiles](#)
- ▶ New LSPs will be added as they become available

## References

Australian Public Service. (2015). *Talent Management Guide* <https://www.apsc.gov.au/initiatives-and-programs/talent-management-aps>