

# Team Leaders

Our Team Leaders are responsible for managing other staff, whether it be one person or a larger team. They enable their teams to deliver required outputs.

## Customer focus

**Initiates collaborative relationships** – Cultivates a network of those with the knowledge and influence to advance organisational goals.

**Works together** – Collaboratively determines actions to realise goals; facilitates agreement on shared responsibilities and needed support.

**Creates customer-focused practices** – Uses understanding of customer needs to implement systems, processes, and procedures to ensure customer satisfaction and to prevent service issues from occurring; promotes customer service.

## Business acumen

**Understands business functions** – Understands the nature and interdependencies of business functions and supporting processes and uses them effectively.

**Leverages understanding of the organisation** – Uses understanding of business, industry, and own organisation's performance to maximise results, limit risk, and effectively direct own team.

**Makes good decisions** – Develops decision criteria that prioritise business outcomes, customer needs, available resources, technological advances, and organisational values; selects the best course of action.

## Achieving outcomes

**Sets challenging goals** – Identifies gaps between current reality and expected business results; sets challenging goals and high performance standards for self and others; initiates action and moves others toward outcomes.

**Supports shared goals** – Prioritises organisational goals; anticipates effects of goals on others; influences others to support shared objectives.

**Promotes consistent processes** – Sets up consistent procedures and communication processes to establish goals, clarify responsibilities, engage team members, leverage their strengths, share feedback, and adjust plans; establishes criteria and systems (including lead and lag measures) to track implementation steps and results.

**Manages performance** – Monitors team performance and takes action to keep the team on track; offers the team own personal time; helps in overcoming barriers and resolving conflict; provides ongoing feedback and appropriate guidance.

## Leading change

**Implements change** – Takes action to implement change initiatives to improve organisational culture, processes, or products/services; establishes and encourages others to achieve a best practice approach; translates new ideas into concrete action plans.

**Removes barriers and resistance** – Strives to understand and break down cultural barriers to change; explains the benefits of change; demonstrates sensitivity to fears about change; helps individuals overcome resistance to change

**Rewards change** – Recognises and rewards people who make useful changes; promotes experimentation by rewarding early adopters and their progress.

## Common purpose

**Creates shared purpose** – Inspires and sustains team cohesion and engagement by focusing the team on its mission and its importance.

**Motivates others** – Translates the vision and values into day-to-day activities and behaviours; guides and motivates others to take actions that support the vision and values.

**Communicates the importance of the vision and values** – Helps others understand the organisation's vision and values and their importance.

## Building capability

**Sets performance expectations** – Communicates high expectations; links performance improvement and skill development to relevant personal and organisational goals; checks for understanding of, and commitment to, performance and development goals as well as follow up activities.

**Delegates effectively** – Moves decision making and accountability downward through the organisation by appropriately sharing responsibilities with others.

**Guides development** – Provides guidance and positive role modelling to help others develop; collaboratively creates development plans that include activities targeted to specific goals; leverages environmental supports and removes development barriers; advocates for individuals to higher levels of management to create development opportunities.

**Coaches staff** – Uses a management approach appropriate to the situation to enable staff accountability and develop capability.

**Measures performance** – Seeks information and opinions about an individual's current performance, suggestions for improvement, and long-term development needs.