MURRAY PHN COMPETENCY FRAMEWORK

November 2018

Leadership   Collaboration   Knowledge   Innovation   Accountability

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BACKGROUND CONTEXT
THE VALUE OF A COMPETENCY FRAMEWORK

To support the HR / people practices, as well as drive performance of Murray PHN, it is important to have a **clear definition of the core behavioural and leadership requirements of all employees.**

Core behavioural competencies are critical behaviours aligned with business needs, and they are expected of **everyone** across the organisation.

Leadership competencies are the competencies that **leaders** should possess, and they are expected of individuals that **lead people or projects**.

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INFORMATION GATHERED TO CREATE THE COMPETENCY FRAMEWORK

Desktop review of Murray PHN's strategic plan 2018 – 2021, Values, and other relevant strategic & operational documents

Consultation with the Executive Leadership Team and Senior Leaders

Two Expert Panels with a curated register of attendees from across Murray PHN

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COMPETENCY FRAMEWORK ARCHITECTURE

The Murray PHN Competency Framework Architecture (below) reflects the desktop review of the provided strategic & operational documents, consultation with the Executive Leadership Team, and two expert panel working sessions with a diverse and senior register of attendees from across Murray PHN.

CORE BEHAVIOURAL COMPETENCIES

Communication	Collaboration
Change Agility	One Team Mindset
Accountability	Business Acumen

LEADERSHIP COMPETENCIES

Future Focus
Enterprise Leadership
Interpersonal Leadership
Change Leadership

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COMPETENCY FRAMEWORK ARCHITECTURE

CORE BEHAVIOURAL COMPETENCIES

Communication	Shares information, best practice, data and/or insights across teams and locations; speaks openly and honestly about issues and works to reach constructive solutions; actively listens when others are speaking and values the opinions of others; negotiates and engages effectively to gain support and agreement from others.
Change Agility	Responds to change with a positive attitude and a willingness to learn and adapt to accomplish work activities and objectives; demonstrates steadfastness to the vision and purpose of Murray PHN and drives change through aligning efforts and resources towards organisational goals.
Accountability	Accepts responsibility for self and team performance; identifies new ways of working and evaluates outcomes to learn for future improvement; seeks and provides feedback to guide self and team towards achieving identified objectives.
Collaboration	Willingly cooperates and works collaboratively with individuals within own team, across Murray PHN, and externally; identifies opportunities for partnerships and knowledge sharing; identifies connections between roles to promote efficiency and best practice to achieve shared objectives.
One Team Mindset	Seeks knowledge, best practice, and resources held across Murray PHN to work most effectively; develops and maintains positive, open working relationships across Murray PHN to align on commitments and effectively communicate needs. Acts in a way that clearly represents commitment to Murray PHN stakeholders, employees, and the community.
Business Acumen	Demonstrates strong business understanding; critically evaluates the value of actions taken; considers wider business implications of decisions and actions and ensures appropriate levels of governance and oversight; demonstrates a good understanding of the operating environment.

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COMPETENCY FRAMEWORK ARCHITECTURE

Future Focus	Communicates a clear and compelling vision of the future of Murray PHN; demonstrates a clear understanding of the current operating environment and anticipates future priorities and needs; provides clear direction to others to achieve strategic objectives.
Enterprise Leadership	Focusses on holistic outcomes rather than performance of own team or location; encourages knowledge sharing across Murray PHN to enhance best practice & develop capability; communicates the value of individual and team contributions to overall success; inspires and engages employee alignment to strategic vision.
Interpersonal Leadership	Acts in a way that indicates understanding and accurate interpretation of other's concerns, motives, feelings, strengths and limitations; provides people leadership that engages and motivates others; demonstrates resilience to challenging yet constructive conversations with senior leaders when required; recognises different personality 'types' to adapt style and approach.
Change Leadership	Initiates and/or manages the change process and energises it on an ongoing basis, taking steps to remove barriers or accelerate its pace; clearly communicates a compelling case for change to inspire and engage employees across teams and locations; manages employees' concerns during times of change.

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PROFICIENCY LEVELS

The Murray PHN Competency Framework provides competency descriptors for four distinct proficiency levels. The below describes the differences between these proficiency levels and their alignment to levels within Murray PHN.

Levels 2 - 3	Levels 4 - 5	Levels 6 - 7	Level 8 / EDs
• Applies the competency in routine situations • Deals with straightforward issues • Implements standards and develops effective working relationships • Requires guidance	• Applies the competency in situations with an element of complexity, requires occasional guidance • Corrects issues in existing systems and processes, within existing procedures, processes or directions • Sometimes coaches colleagues	• Independently applies the competency in complex situations, and across several areas • Provides advice to enable decision making, and delivers results within area • Directs / coaches individuals or teams	• Seen as an expert / leader • Turns strategy into reality • Influences and shapes the application of capabilities at Murray PHN • Comprehensively understands the internal and external environment • Provides leadership that inspires and supports teams and individuals to achieve their goals

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CORE BEHAVIOURAL COMPETENCY: COMMUNICATION

COMMUNICATION			
Shares information, best practice, data and/or insights across teams and locations; speaks openly and honestly about issues and works to reach constructive solutions; actively listens when others are speaking and values the opinions of others; negotiates and engages effectively to gain support and agreement from others.			
Levels 2 - 3	**Levels 4 - 5**	**Levels 6 - 7**	**Level 8 / EDs**
Articulates thoughts with clarity and conviction; responds positively to feedback and can modify outputs to reflect this feedback	Conveys complex information or messages in a manner that is clear and easy to follow, uses vocabulary that is appropriate to the audience	Effectively delivers messages to audiences across Murray PHN; provides both the big picture to aid understanding of organisational strategy and the detail to aid understanding of impact to the audience	Effectively conveys difficult or complex material in an easy to understand style and manner. Delivers persuasive, high-impact messages internally and externally to engage others and bring audience along on a journey
Actively shares information and ideas with others in their team, actively listens to suggestions and constructive comments, and provides feedback during meetings and discussions	Creates opportunities for two-way communication to actively share information and ideas, as well as seek feedback, through meetings or regular communication forums	Builds effective two-way communication channels within team and across Murray PHN, encourages others to actively seek input and listen to diverse points of view, makes others aware of linkages across teams and work streams	Makes it easy to communicate, share information, best practice, and ideas by creating the environment, channels and networks for communication; holds themselves and others to account to actively listen to others
Uses appropriate route and format for communication e.g. face-to-face, phone, email	Displays tact and diplomacy when communicating on sensitive issues	Develops and uses effective strategies to communicate with others, particularly in sensitive or high pressure situations	Shows authenticity and interest when communicating, particularly in sensitive or high pressure situations, and builds rapport with the individual or audience
Establishes rapport with all parties in an attempt to diffuse tension	Effectively manages and diffuses conflicts between different groups or individuals	Displays strong diplomacy skills; anticipates and prepares for how others will react	Identifies sources of conflict and deftly manages to create alignment and reduce impact of conflict
Demonstrates an ability to recognise negotiable and not negotiable scenarios and knows when to proceed, when to negotiate and when to say no	Develops and uses subtle strategies to persuade others, particularly in sensitive or high pressure situations	Anticipates and prepares for how others will react to information; presents a compelling vision of the business and achieves buy-in.	Develops and uses subtle strategies to influence others, including external partners and the broader health industry
Seeks feedback and accepts constructive criticism with an open mind	Supports a feedback culture through requesting feedback from others, and providing feedback in a clear and constructive manner based on observed behaviours	Builds and endorses effective feedback channels, role models constructive feedback behaviours	Creates an approachable environment where colleagues demonstrate respect for one another by regularly providing feedback, speaking openly about issues, and providing constructive suggestions or solutions

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CORE BEHAVIOURAL COMPETENCY: CHANGE AGILITY

CHANGE AGILITY			
Responds to change with a positive attitude and a willingness to learn and adapt to accomplish work activities and objectives; demonstrates steadfastness to the vision and purpose of Murray PHN and drives change through aligning efforts and resources towards organisational goals.			
Levels 2 - 3	**Levels 4 - 5**	**Levels 6 - 7**	**Level 8 / EDs**
Ensures understanding of changes by asking clarifying questions, responds to change with a positive attitude and willingness to learn, and aligns individual goals and behaviours accordingly	Understands the rationale for change and is able to clearly articulate the organisational benefits, as well as anticipate and communicate the impact of change on own team	Clearly articulates the rationale and organisational benefits of change, as well the impact of change on teams across Murray PHN, encourages team members to share their opinions and feedback on change	Proactively identifies and communicates the need for change, brings others along on the change journey and creates alignment on the vision for the future, anticipates issues or anxieties and addresses them proactively
Adapts to changing priorities, methods and practices in own area of work and positively influences co-workers to accept change	Supports change by encouraging others to draw on support in challenging situations, leveraging strengths and expertise of others when required	Draws a clear roadmap for change, creates supporting systems, processes and infrastructure to ensure that own teams are not negatively affected by transition to change	Recognises challenges and demands posed by impending change (e.g. resources, systems, knowledge, etc.), creates and deploys change management across the organisation
Whole-heartedly supports change that is aligned to achieving Murray PHN's strategic objectives even when others oppose it	Shows understanding of how change affects themselves and their team; provides assistance to help others understand rationale and impact of change	Maintains team spirit during difficult situations; focuses team on shared objectives and reminds them of the need to stay cohesive	Develops a long-term vision for change along with tangible goals and strategies that enable others to execute its implementation
Continuously sets high standards of work for oneself; demonstrates a drive to deliver quality work regardless of change or disruption taking place	Continuously sets high standards of work for oneself and others; focuses on delivery of quality work within agreed timeframes regardless of change or disruption taking place	Continually strives to achieve challenging goals, demonstrates perseverance by working relentlessly regardless of change or disruption taking place, thereby setting an example for the team	Identifies and drives new methods, procedures, techniques, or systems resulting from localised or organisation-wide change
Actively participates in learning new methods, procedures, techniques, or systems as required	Keeps up to date with latest news, information and trends to have relevant knowledge of the primary health system	Keeps up to date with latest news, information and trends to be considered knowledgeable within the primary health system, and ensures team members have the resources to pursue their learning	Is an expert on the latest information, changes, trends and best practices across primary health, and creates a learning culture amongst team members

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CORE BEHAVIOURAL COMPETENCY : ACCOUNTABILITY

ACCOUNTABILITY Accepts responsibility for self and team performance; identifies new ways of working and evaluates outcomes to learn for future improvement; seeks and provides feedback to guide self and team towards achieving identified objectives.			
Levels 2 - 3	**Levels 4 - 5**	**Levels 6 - 7**	**Level 8 / EDs**
Defines clear expectations for self, and takes ownership for achieving set goals	Defines clear expectations for self and others within a team or project, and takes ownership for achieving objectives and desired results	Empowers and coaches others to set high standards for team or project performance, and takes responsibility for delivering results within remit	Leads through the toughest challenges and takes ownership for Murray PHN's performance
Cares deeply about their work, actively contributes to plans and decisions made and supports their team in achieving desired results	Cares deeply about their own and teams' work, ensures alignment of tasks and goals to Murray PHN strategic goals	Cares deeply about the success of Murray PHN and helps others to see the importance of their contribution to organisational success, ties individual goals and tasks to the strategic plan	Cares deeply and displays genuine passion for the success of Murray PHN, empowers others to take actions that place Murray PHN's best interests above the best interests of their own team or project
Shows awareness of potential obstacles to goal achievement and seeks assistance in removing or overcoming these obstacles	Identifies potential obstacles to goal achievement and leads overcoming these with the support of others	Demonstrates persistence in overcoming and removing obstacles that impair goal achievement	Anticipates and addresses potential obstacles to achievement of goals; identifies and plans how to measure outcomes to evaluate success
Strives to consistently deliver to agreed tasks or goals and keeps others informed of progress	Can be relied upon to deliver in line with agreed actions and keeps others informed of progress, empowers team members to complete tasks and goals but maintains oversight to ensure successful completion	Consistently delivers on agreed goals and can be relied upon to meet or exceed expectations; investigates goals or tasks have not been delivered on time or to an acceptable standard to drive improvement in future	Always delivers on agreed goals and inspires others to deliver results; creates a culture of accountability by embedding effective methods of performance management and consequences for poor performance
Displays initiative, flexibility and focus to get things done, seeing things through to completion	Motivates and energises self to focus on the job even when under pressure or when faced with setbacks or obstacles	Champions and supports others in the achievement of the highest possible standards	Identifies barriers to achieving excellence across the business and looks for ways of removing them
Willingly listens to feedback and proactively adjusts any behaviours misaligned with professional or ethical standards	Seeks constructive feedback on own performance and where mistakes or poor performance is identified willingly admits errors and rectifies them in future actions	Does not rationalise away poor practices or performance and follows up with individuals to ensure learning and improved performance	Recognises good performance from individuals and teams; never accepts excuses for breaches of ethics, values or regulations and confronts potentially unethical behaviour in others

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CORE BEHAVIOURAL COMPETENCY: COLLABORATION

COLLABORATION			
Willingly cooperates and works collaboratively with individuals within own team, across Murray PHN, and externally; identifies opportunities for partnerships and knowledge sharing; identifies connections between roles to promote efficiency and best practice to achieve shared objectives.			
Levels 2 - 3	**Levels 4 - 5**	**Levels 6 - 7**	**Level 8 / EDs**
Identifies opportunities to work with others within and across teams to improve outcomes for Murray PHN	Demonstrates ability to work effectively with colleagues regardless of team or location, and looks for ways to achieve shared objectives taking into consideration other points of view	Identifies where individuals and teams should be working together across the organisation and encourages this	Capitalises on Murray PHN's diverse locations, teams, and network of resources to achieve strategic objectives
Requests input from others to gain differing points of view	Encourages others in the group to express their viewpoints and listens attentively to them in order to create a participatory work environment	Creates an environment for healthy discussion and diverse perspectives that is in the best interest of Murray PHN's strategic objectives	Enthusiastically seeks input from diverse perspectives, where there are conflicts or differences of opinion one creates alignment to organisational objectives, not personal agendas
Encourages others to support team and organisational goals	Influences others at all levels to align and commit to organisational goals both through public statements and personal behaviour	Drives team performance under difficult circumstances; builds relationships and works effectively with others in different areas to gain cross-functional organisational successes	Inspires and leads others across Murray PHN to do their best work and cooperate with others to achieve organisational goals
Willingly co-operates and works with others across all levels of Murray PHN to achieve group goals, demonstrating respect for team efforts	Identifies links with other teams and individuals across the organisation, establishes and develops working relationships for the benefit of Murray PHN	Builds strong working relationships with teams and key individuals across Murray PHN and externally, and leverages them to achieve shared goals	Builds and nurtures rapport with key stakeholders of partner organisations and leverages these relationships effectively for the shared advantage and accomplishment of aligned goals
Brings out the best in others by actively listening to their input, providing encouragement, and acknowledging their contribution	Counsels teams and individual employees on how to improve collaborative efforts; identifies and utilises individual strengths for the benefit of Murray PHN	Utilises collaboration processes to develop shared understanding of issues and solutions, promotes initiatives that improve communication between teams, and brings employees together for major tasks to optimise use of talent	Creates opportunities for collaboration across teams and locations and across the primary health network, proactively develops networks and relationships, inspires groups to work together to achieve a common purpose

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CORE BEHAVIOURAL COMPETENCY: ONE TEAM MINDSET

ONE TEAM MINDSET
Seeks knowledge, best practice, and resources held across Murray PHN to work most effectively; develops and maintains positive, open working relationships across Murray PHN to align on commitments and effectively communicate needs. Acts in a way that clearly represents commitment to Murray PHN stakeholders, employees, and the community.

Levels 2 - 3	Levels 4 - 5	Levels 6 - 7	Level 8 / EDs
Participates willingly toward accomplishing group goals, demonstrating respect for input from other individuals and teams	Utilises input from others and gives credit and recognition to those who have contributed towards team or group goals	Understands and is responsive to the needs, concerns and perspectives of varying key stakeholder groups	Creates opportunities to bring individuals and teams together to collaborate on Murray PHN initiatives
Demonstrates awareness of other teams and the role they play at Murray PHN	Takes the time to get to know other teams and their priorities to build a good rapport and establish common goals and objectives	Creates opportunities to bring teams and/or cross-functional teams together to collaborate on Murray PHN initiatives	Inspires groups of individuals to work together to achieve a common purpose and to reflect on past experiences to improve partnerships in the future.
Uses informal networks to gain input and support from others to achieve successful work outcomes	Sources and listens to various points of view and respects differing opinions when developing solutions	Creates alignment when working with conflicting individuals or groups to achieve organisational objectives, not personal agendas	Manages the diverse needs and agendas of various stakeholders and is able to balance the multiple and sometimes conflicting interests to support Murray PHN's overall strategic objectives
Demonstrates an understanding of the value to be gained by sharing information through asking questions and making others aware of information they may possess	Seeks knowledge, best practice, and resources from across the organisation to bring added value to the creation and execution of projects, services, and solutions	Identifies opportunities to bring others together to share information; ensures people are supporting each other appropriately; encourages exchange of ideas	Motivates teams to anticipate others' needs and value diversity of input, particularly where it challenges own thinking; leads teams and coaches individual team members as appropriate
Sees the links between their own work and Murray PHN's strategic objectives and vision for the future	Helps others see the links between their work and Murray PHN's strategic objectives and vision for the future	Gives recognition to others who have contributed towards team or group goals	Articulates the strategic vision and translates it into day-to-day practices in order to meet Murray PHN's future needs and challenges

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CORE BEHAVIOURAL COMPETENCY: BUSINESS ACUMEN

BUSINESS ACUMEN			
Demonstrates strong business understanding; critically evaluates the value of actions taken; considers wider business implications of decisions and actions and ensures appropriate levels of governance and oversight; demonstrates a good understanding of the operating environment.			
Levels 2 - 3	**Levels 4 - 5**	**Levels 6 - 7**	**Level 8 / EDs**
Uses the appropriate level of resources (money, time, supplies, etc.) to get things done	Displays good understanding of Murray PHN as a business and works in an efficient and effective manner to optimise value from day-to-day work	Role models efficiency and appropriate use of resources; teaches others about business operations and imperatives on a regular basis	Acts in a way that always considers the impact to the wider business; evaluates the value of services provided; monitors for inefficiencies and/or inappropriate use of resources
Makes decisions by considering the cost, contribution, and impact to own work	Analyses relevant business and financial data to make timely and considered decisions; reflects on impact of actions	Makes decisions and takes actions by considering the cost, value contribution, and business impact to own and other teams / locations across Murray PHN	Oversees business decisions and financial investments to evaluate value delivered to stakeholders, employees, and the community
Shows understanding of environmental context, especially matters affecting work or colleagues; provides assistance where possible	Shows good understanding of operating environment; recognises the impact of own and team actions on business outcomes; considers "the big picture" when taking action	Sees underlying connections, opportunities and/or potential conflicts of own and team actions on stakeholders within and external to Murray PHN	Utilises deep knowledge and understanding of the operating environment to identify partnerships and build relationships to support Murray PHN business objectives
Operates with a clear understanding of primary health network funding; appreciates the necessity for stewardship of public funds	Acts as a steward of public funds and acts accordingly; supports continuous improvement to eliminate inefficiencies that can hinder achievement of improved primary health outcomes	Drives business decisions within area of responsibility with the aim of achieving improved primary health outcomes; creates governance mechanisms and instils a stewardship mindset across team members	Creates business strategy and manages investments to achieve improved primary health outcomes; ensures adequate governance of investment decisions
Understands Murray PHN's goals in terms of short term actions as well as broader long-term objectives	Offers assistance to other teams in difficult situations; looks out for business improvement or learning opportunities when giving assistance	Understands the capabilities, strengths, and weaknesses of team members and allocates responsibility accordingly for effective outcomes	Openly shares issues/failures without assigning individual blame; identifies business improvements and discusses ways in which Murray PHN can learn from mistakes and create turnaround situations

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LEADERSHIP COMPETENCY: FUTURE FOCUS

FUTURE FOCUS			
Communicates a clear and compelling vision of the future of Murray PHN; demonstrates a clear understanding of the current operating environment and anticipates future priorities and needs; provides clear direction to others to achieve strategic objectives.			
Levels 2 - 3	**Levels 4 - 5**	**Levels 6 - 7**	**Level 8 / EDs**
Communicates Murray PHN's strategic vision to team members in an engaging manner across platforms	Communicates Murray PHN's strategic vision and anticipated priorities for the future in a clear and compelling manner	Communicates a clear and compelling vision of the future of Murray PHN to various audiences and inspires teams to focus on their future needs and priorities	Communicates a clear and compelling vision of the future of Murray PHN to various audiences and energises leaders to maintain a future focus
Clarifies connections between team strategies and organisational objectives, and provides support to others to help achieve individual goals	Provides clear direction to support the achievement of team goals and objectives; identifies possibilities for connections across roles and teams	Develops business strategies aligned to Murray PHN's strategic vision, and provides clear direction to support the achievement of organisational goals and objectives	Develops long-term strategic objectives and business strategies aligned to Murray PHN's vision for the future, and provides system-level support to aid the achievement of organisational goals and objectives
Demonstrates a clear understanding of the current operating environment and priorities for action	Demonstrates a clear understanding of the current operating environment and anticipates future priorities for Murray PHN; considers implications of future priorities for own team and evaluates benefits and risks of taking action	Anticipates and plans for future priorities for Murray PHN, foresees potential issues and considers solutions from the organisation-wide context	Anticipates and plans for future priorities for Murray PHN, foresees hurdles or strategic misalignment and creates an action plan for the future from the organisation-wide context
Maintains relevant skills and knowledge; shares interesting research, trends and insights to stimulate discussion and future focussed thinking	Generates and shares innovative ideas, interesting research, and insights to stimulate discussion and future focussed thinking	Drives future focussed development in others and identifies new and better ways of working aligned to the health priorities, values, and strategic vision	Creates a future focussed culture that supports all endeavours to find new approaches / innovative solutions aligned to Murray PHN's health priorities, values, and strategic vision
Eagerly tries new ideas and approaches to work; embraces change and/or challenge to accomplish progress	Flexible and open to suggestions; accepts and evaluates suggestions and ideas without instant dismissal	Demonstrates an open and inquisitive attitude; empowers others to identify new ideas, questions and challenges with an open mind	Empowers others and creates a safe space and freedom for others to experiment, and balances this against calculated acceptable risk

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LEADERSHIP COMPETENCY: ENTERPRISE LEADERSHIP

ENTERPRISE LEADERSHIP
Focusses on holistic outcomes rather than performance of own team or location; encourages knowledge sharing across Murray PHN to enhance best practice & develop capability; communicates the value of individual and team contributions to overall success; inspires and engages employee alignment to strategic vision.

Levels 2 - 3	Levels 4 - 5	Levels 6 - 7	Level 8 / EDs
Works to remove obstacles to information and idea sharing across teams and locations	Encourages staff to share information, ideas, and best practice with other teams; recognises and rewards knowledge sharing	Drives information sharing across Murray PHN and develops mechanisms to recognise and reward cross-team knowledge sharing	Actively looks for ways to improve cross-organisational interactions to create an environment that drives teamwork
Takes the time to get to know people across Murray PHN; builds relationships in support of organisational strategies	Builds networks across Murray PHN and knows when to utilise connections to achieve shared objectives; takes action to improve the working relationships between others	Develops and maintains long-term strategic alliances and partnerships with key stakeholders within and external to Murray PHN and builds effective working relationships with them	Understands the diverse needs and agendas of various key stakeholders within and external to Murray PHN and is able to balance the multiple and sometimes conflicting interests to support the organisation's long-term effectiveness
Is aware of the diverse knowledge, skill sets and resources that exist across Murray PHN	Takes action to improve the relationships between others to enhance effective working relationships and information flow to support desired outcomes	Knows the right people to involve when they require information, assistance, during collaborative planning, or when solving complex issues	Proactively finds and removes barriers that exist that interfere with cross-team participation, involvement, commitment, and performance
Publicly appreciates good work of teams across Murray PHN	Motivates others to be committed to their work; promptly recognises and tackles actions or behaviours that are not aligned to organisational values or objectives	Demonstrates open support for and communicates rationale for organisational decisions; tackles actions or behaviours that are not aligned to organisational decisions	Consistently identifies and proactively pursues strategic organisational outcomes without compromising individual or organisational values
Effectively builds support and consensus for ideas or plans; develops compelling reasons for proposals and aligns these to stakeholders' needs	Resolves conflict among team members by identifying shared objectives and working toward a mutually agreeable solution	Identifies people across Murray PHN who are of importance to achieve organisational objectives, involves them to get their input on actions and decisions	Balances the conflicting needs and objectives of different teams to ultimately drive the strategic vision of Murray PHN

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LEADERSHIP COMPETENCY: INTERPERSONAL LEADERSHIP

INTERPERSONAL LEADERSHIP

Acts in a way that indicates understanding and accurate interpretation of other's concerns, motives, feelings, strengths and limitations; provides people leadership that engages and motivates others; demonstrates resilience to challenging yet constructive conversations with senior leaders when required; recognises different personality 'types' to adapt style and approach.

Levels 2 - 3	Levels 4 - 5	Levels 6 - 7	Level 8 / EDs
Demonstrates commitment to and concern for employees, earns respect of employees through actions, and handles employee issues with empathy	Listens, understands and responds in a manner which effectively demonstrates an empathy for others' views and needs	Displays strong diplomacy skills; anticipates and prepares for how others will react	Takes into account employee concerns and issues when making decisions, ensures all employees are given due credit and respect
Listens attentively and responds with empathy to the feelings and concerns of others	Relates well to all types of people. Builds rapport easily by learning about others motivations and by sharing common goals and objectives	Adapts leadership approach and style to the personalities, styles and needs of colleagues, partners, and key stakeholders	Accurately interprets the behaviour and motivations of others and uses this knowledge to build other's commitment and loyalty
Gives timely, specific, and constructive feedback to colleagues; identifies opportunities to help others develop	Coaches employees on ways to enhance their level of performance and develop their skills; tailors style and communication to effectively reach the audience	Provides individuals with development opportunities to test and expand their capabilities; readily interprets verbal and non-verbal communication to determine any issues or resistance, supports individuals to succeed	Role models people leadership and fosters an environment that encourages a focus on developing others; creates a culture that helps people achieve more than they thought they were capable of.
Demonstrates integrity by making sure that own words and actions convey a consistent message; leads by example	Uses clear and unambiguous statements when making commitments to avoid misinterpretations or perceived implied promises	Takes action to confront colleagues who do not demonstrate Murray PHN values in order to send a strong message to all colleagues on the importance of the values	Takes action to have constructive conversations with senior colleagues when necessary, and displays resilience to challenging interactions to drive the correct behaviours throughout all levels of the organisation
Builds teamwork through the use of face-to-face meetings where possible	Builds teamwork through ensuring that meetings and discussions are carried out in an open and constructive manner	Uses personal empathy with all parties and creates an environment where Murray PHN values are put in action and colleagues demonstrate respect for one another	Actively participates in various forums to build personal relationships across the health industry with key partners and stakeholders

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LEADERSHIP COMPETENCY: CHANGE LEADERSHIP

CHANGE LEADERSHIP
Initiates and/or manages the change process and energises it on an ongoing basis, taking steps to remove barriers or accelerate its pace; clearly communicates a compelling case for change to inspire and engage employees across teams and locations; manages employees' concerns during times of change.

Levels 2 - 3	Levels 4 - 5	Levels 6 - 7	Level 8 / EDs
Understands the change process, builds support and momentum for change by clearly explaining the long term organisational benefits to employees	Advocates for the change process, anticipates the impact of change and creates buy-in across affected parties by clearly communicating the long term organisational benefits	Anticipates the need for change, builds a strong case for it to seek sponsorship at all levels by using multiple channels for communication and supports translation of change into tangible initiatives	Advocates the need for change, builds a strong business case to achieve engagement and alignment across all levels by using multiple channels for communication, translates change into tangible initiatives
Actively supports employees through transition following change	Encourages positive morale and performance levels during periods of change	Recognises differences in employee readiness for change and adapts support strategies accordingly	Anticipates issues and concerns resulting from change and addresses them proactively to create support within and outside of Murray PHN
Effectively leads the implementation of changes in one's business area	Effectively leads the implementation of changes across one's business areas	Effectively leads the implementation of changes across business areas	Leads initiatives to change the organisation to more effectively support the business strategy
Seeks to gain input and support of stakeholders for change; accepts involvement of others and responds positively to team member requests for involvement in change initiatives	Actively engages stakeholders throughout the change process through regular and tailored interactions; discusses the importance of change with stakeholders and collaboratively identifies ways in which others can embrace and adapt to change	Identifies full set of key stakeholders impacted by change and develops a tailored approach to manage each stakeholder; assesses readiness for change in people, recognises differences in readiness and prepares them accordingly	Involves stakeholders and individuals impacted by the change in its design and implementation; is able to enlist and motivate others regarding new opportunities and achieves significant business results as a consequence
Understands that barriers often obstruct successful change initiatives and strives to identify these barriers	Identifies potential barriers to a successful change implementation and thinks through possible solutions	Addresses potential barriers to successful change processes or programs, removing or negating the impact of these obstacles	Demonstrates perseverance in completing the change successfully, pre-empting and avoiding possible obstacles
Discusses the benefits brought by change that have positively enhanced team member skills and knowledge	Inspires learning by identifying new skills and knowledge that will be gained through the change	Champions experimentation and learning to positively enhance team member skills and knowledge	Develops practices that facilitate cross team learning as part of the change implementation

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Leadership   Collaboration   Knowledge   Innovation   Accountability