



# Leadership assessment options: informing targeted development



## Understanding leadership capability

Assessing leaders against a common Leadership Success Profile (LSP) helps us to understand leadership capability and collectively lift the bench strength of leaders across the system through targeted development to ensure the public sector has the leaders we need – now and for the future.

## What is different with the new Leadership Insight products?

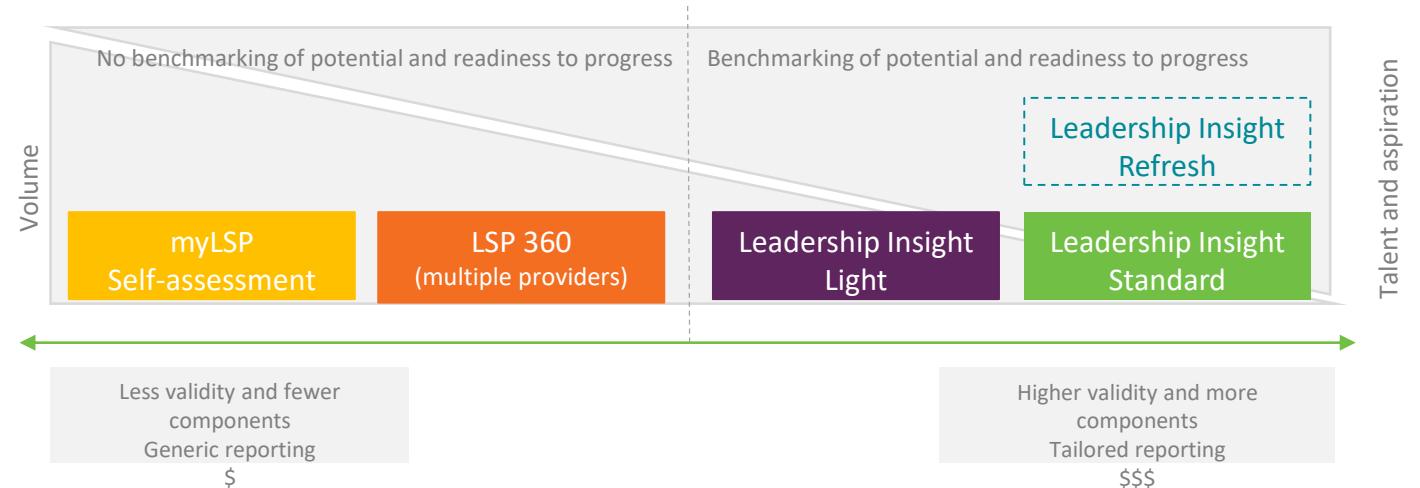
Feedback from leaders and agencies about the original Leadership Insight helped shape the design of the new range of *Leadership Insight* products. In response to feedback the new products have been designed to:

- **Increase development focus and application** with targeted and specific development towards identified potential future roles. Reports will have more development strategies and developmental experiences, and put more emphasis on environments where leaders will thrive based on their strengths.
- **Make coaching a 'hard wired' part of the process** to help participants create a development plan that is targeted and specific and put the plan into action (see coaching model on page 3).
- **Clear development objectives, roles and responsibilities.** Expectations and roles of participants, their managers, and HR will be clarified in a briefing and 'development commitment' where development objectives are identified.
- **Increase the support for managers** of participants with 'coaching talk points' in the report, involvement in a coaching conversation at the start of the coaching process, and resources available to help them support the participant.
- **Increase information for HR** to help them support participants and their managers.
- **Incorporate regular progress 'check ins'** with participants on their development.

The new range of *Leadership Insight* products will be regularly evaluated and continuously improved.

## A new and broader range of assessment options, at a range of price points

With a range of assessment options, at a range of price points, including free and lower cost options, agencies and Career Boards can prioritise the right leaders to invest in the right assessment option at the right time, depending on their aspiration and potential. For leaders with the highest potential and aspiration, we recommend investing more when possible.



## Leadership Insight products

Using *Leadership Insight* for the Career Board cohort is encouraged, as it provides comparable and objective data on leaders' strengths and development areas. This assists with profiling talent at Career Board discussions. It also enables Career Boards to provide individualised, targeted development for senior leaders towards potential future roles.

	Recommended for	Briefing	Assessment	Reporting and debrief	Targeted development	Outcomes of assessment
<b>revised</b> Leadership Insight Standard	Career Board cohort to provide robust information for targeted development and investment by Career Boards	Briefing process clarifies roles and expectations of participant, their manager and HR and identifies development objectives.	Assesses 16 capabilities through a range of online questionnaires, interview and simulation (option of 360 and critical reasoning exercises)	Tailored and bespoke reporting and debrief with development suggestions, coaching talk points, and identification of environments 'where you thrive'	Development planning with LDC Executive Leadership Coach targeted to future identified roles	<b>Individuals:</b> <ul style="list-style-type: none"> <li>• Higher self-awareness and understanding of strengths, development areas and environments in which they thrive.</li> <li>• Identify future roles they aspire to and write a targeted development plan working towards future roles.</li> </ul> <b>Agencies:</b> <ul style="list-style-type: none"> <li>• Understand the strengths and development areas of their leaders to inform collective development priorities and succession planning.</li> </ul> <b>System:</b> <ul style="list-style-type: none"> <li>• Comparable, objective information to better profile leaders at all levels and target development. Leadership Insight Standard provides in-depth and robust information for talent profiling at Career Boards and targeting development and investment in the Career Board cohort.</li> <li>• Data and analytics to guide succession planning, talent searches and deployment decisions.</li> <li>• Comprehensive picture of system strengths and gaps to inform development priorities and investment.</li> </ul>
<b>new</b> Leadership Insight Refresh	Career Board cohort 2-4 years after Leadership Insight Standard or following significant development		Assesses up to six nominated capabilities through 360 progress review, interview and, if necessary, simulation	Progress report and debrief	Development planning with LDC Executive Leadership Coach targeted to future identified roles	
<b>new</b> Leadership Insight Light	Public Service Leaders Group and other leaders to provide benchmarked data for Talent Exchange for talent searches		Assesses 16 capabilities through a range of online questionnaires and interview (option of 360 and critical reasoning exercises)	Concise, standardised reporting and debrief with development suggestions, coaching talk points, and identification of environments 'where you thrive'	Development planning with either LDC Executive Leadership Coach, agency coach or external coach targeted to future identified roles	