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LEADERSHIP CAPABILITIES



Australian Government



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Ecosystem Resilience



desert
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Cape York
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Southern Gulf
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SOUTHERN QUEENSLAND
SANDSCAPES



N DRY TROPICS



Gulf Savannahs
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Land & Water

www.nrmq.org.au/leadership-framework

BUILDING LEADERSHIP CAPACITY AT ALL LOCATIONS, AT ALL LEVELS, AND AT ALL TIMES.

For leadership development to make a difference, we need to be clear on what capability we need to improve. These cards provide you with the ability to self-assess or peer-assess where you are more effective and where you could develop your leadership capabilities further. Once you have identified your development need, **take action!**

Write out your development plan and steps, seek feedback, and reflect. This card sort is one tool designed to support building leadership capacity at all levels to ensure we retain great talent, develop our people, and support our current and future people leaders.



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Artwork by Glenn Barry

THINKS STRATEGICALLY SKILLED

- Sets a clear sense of purpose that connects and inspires others
- Realises organisational goals by setting direction that considers the big picture
- Identifies data to inform strategic decisions and measures impact
- Builds capacity, including commercial acumen, and systems to meet the future needs of the organisation
- Encourages innovation and divergent thinking



THINKS STRATEGICALLY

LESS SKILLED

- Is more comfortable in the here and now
- Spends little time or effort thinking about or working on strategic issues and solutions
- Contributes little to strategic discussions and activities
- Struggles with the thought process of pulling together varying elements and views



OVERUSED SKILLED

- May be seen as too theoretical
- May be so far ahead that others have trouble seeing how the organisation will get from here to there
- May be impatient with day-to-day tactical issues
- May overcomplicate strategies and plans

BUILDS PRODUCTIVE WORKING RELATIONSHIPS SKILLED

- Creates and supports a safe workplace where views and opinions are openly shared
- Forms diverse teams with a mix of styles, perspectives, and experiences to achieve organisational goals
- Fosters a positive team environment that builds trust, shares ideas, and recognises everyone's contribution
- Facilitates effective networks and partnerships, bringing stakeholders together at all levels to achieve organisational goals
- Applies sound engagement principles when working with stakeholders



BUILDS PRODUCTIVE WORKING RELATIONSHIPS

LESS SKILLED

- Doesn't drive or realise a common mindset or challenge
- Fails to recognize that morale, recognition, belonging are integral ingredients of effective teams
- Avoids addressing conflicts or doesn't effectively resolve them
- Only prioritises and rewards individual efforts over team achievements
- Doesn't shape and distribute assignments in a way that encourages teamwork
- Is unaware of stakeholders who should be engaged and their expectations



OVERUSED SKILLED

- May focus so much on team behaviour and harmony that results suffer
- May build such a strong sense of team identity that silos are created or it is hard for new members to break in
- May not provide development opportunities for future leaders
- Becomes too close to stakeholders, makes promises to stakeholders that the organisation is unable to keep

ACHIEVES RESULTS SKILLED

- Recognises the importance of data and information and uses this to support day-to-day decision making
- Develops initiatives to deliver on strategic objectives that create new opportunities
- Selects and utilises relevant resources to do the job
- Evaluates and reviews systems and processes to ensure continuous improvement
- Invests in and supports the development of individual and team capacity through education, experience, and exposure to achieve organisational goals
- Seeks to achieve multiple benefits from work activities



ACHIEVES RESULTS

LESS SKILLED

- Is reluctant to focus efforts and drive for results
- Does the least to get by and doesn't seek help to excel
- Is inconsistent in effort, results, and meeting deadlines
- Gives up easily after an obstacle without trying something different
- Procrastinates around setbacks
- Doesn't see value or seek multiple outcomes from a small win



OVERUSED SKILLED

- Goes for results at all costs, without appropriate concern for people, teams, policies, or ethics
- May be so deadline orientated that they push to get something done rather than taking the time to get it right
- Even in the face of near insurmountable obstacles, sticks with the effort beyond reason
- Puts too much pressure on self and others to achieve the impossible
- May not celebrate and share successes

DISPLAYS PERSONAL DRIVE & INTEGRITY

SKILLED

- Leads by example through continuous self-awareness and modifies behaviour through reflection and feedback
- Keeps perspective, maintains composure and focus whilst adapting to change
- Is accountable and takes responsibility
- Shows initiative and takes on challenges



DISPLAYS PERSONAL DRIVE & INTEGRITY



LESS SKILLED

- Doesn't take time to self-reflect and adjust accordingly
- Acts defensively when given feedback and does not seek out feedback
- Unwilling to consider how actions impact others
- Makes excuses and blames others
- Unable to acknowledge that change (including within an organisation) starts with the person

OVERUSED SKILLED

- Overthinks or over analyses feedback from others
- May be self-critical to the point of risking credibility and appearing insecure
- Spends too much time on building self-insight and not enough time on making meaningful changes to behaviour or skills

COMMUNICATES WITH INFLUENCE

SKILLED

- Practices self-awareness in the moment, observes responses to communication, and adapts accordingly
- Respects diversity, tailors communication style, and delivers clear and consistent messages
- Enters negotiations with clear understanding of key issues and listens to different perspectives and explores solutions



COMMUNICATES WITH INFLUENCE

LESS SKILLED

- Has difficulty communicating clear written and verbal messages
- Tends to always communicate in the same way without adjusting to diverse audiences
- Doesn't take the time to listen or understand others' viewpoints
- Escalates disagreement by heightening emotive communication



OVERUSED SKILLED

- May overinform, giving out information that is confidential, unhelpful, or harms productivity
- May try to win with style and communication skills over fact and substance
- May invest too much time crafting communications
- May not complete negotiations due to an overly strong focus on trying to please every perspective

SKILLED

The background features a light beige color with several thick, white, wavy lines that create a sense of movement and depth. The lines are layered, with some appearing in front of others, creating a 3D effect.

**HIGHLY
SKILLED**



DEVELOPING SKILL