Assessment tool for Leadership Competency: Building Collaborative, Inclusive Working Relationships

COMPETENCY	BUILDING COLLABORATIVE, INCLUSIVE WORKING RELATIONSHIPS			
DEFINITION	The ability to build and maintain a network of reciprocal, high trust, synergistic working relationships within the organization and across government and relevant sectors. This involves the ability to succesfully leverage and maximise opportunities for strategic influencing within the organisation and with external stakeholders.			
LEVEL	BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
CORE DESCRIPTION	**Maximises existing partnerships and networks and capatalises on these to deliver or enhance work outcomes**	**Build partnerships and networks to deliver or enhance work outcome.**	**Strengthens and deepens partnerships and networks to deliver or enhance work outcomes.**	**Builds and then leverage on collaborative partnerships and networks to deliver or enhance work outcomes.**
CULTIVATES A ROBUST NETWORK OF CONNECTIONS AND WORKING RELATIONSHIPS	☐ Implements commitments and monitors partnership arrangements to ensure that the objectives of the partnership remain on target.	☐ Sets up regular meetings or consultations with the team, partners or other stakeholders to gather and respond to feedback on what is working, what needs are unmet, and how to resolve specific problems, and to recognise areas of common interest to plan and carry out joint initiatives	☐ Maintains positive and productive working relationships with the team, partners or other stakeholders, despite differences in ideas or their attributes, or complexeties to encourage sharing of expertise and bring about synergies, goodwill and mutual benefit.	☐ Sets the climate as well as standards, policies and guidelines for collaboration with team, partners or other stakeholders, across government and relevant sectors to achieve strategic priorities and shared goals.
NEGOTIATES AND INFLUENCES PERSUASIVELY	☐ Uses subject matter knowledge and a strong grasp of key issues in providing appropriate recommendations to engage team members, partners or other stakeholders and to achieve positive outcome.	☐ Demonstrates reliability and uses this to build credibility with team members, partners or stakeholders to negotiate outcome.	☐ Ressolves conflicts,disagreemens and differing interest among team members, partners or stakeholders in a constructive manner (e.g. win-win approach; use of appropriate conflict resolution processes; identification of common ground through dialogue and consensus, shared solutions perspective.)	☐ Navigates high-risk, complex and contentious situations across the government and relevant sectors using innovative influencing strategies.

PROMOTES VALUE OF TRANSPARENCY AND OPEN COMMUNICATION	☐ Shares accurate and timely information and stimulates open discussion of ideas to promote a positive environment	☐ Articulates proactively the expectations and concerns of team members and relevant stakeholders and implements measures to address them to build synergy and goodwill	☐ Identifies barriers to transparency and open communication and initiates appropriate solutions	☐ Models the value and importance of transparency and keeping communication lines open to both internal and external stakeholders (e.g. facilitates exchange of information and experiences, broadens perspectives on emerging sensitive issues and enhances C3 or coordination, collaboration and complementation
ADDRESSES GENDER AND OTHER DIVERSITY ISSUES, DISCRIMINATORY AND EXCLUSIONARY BEHAVIOR	Identifies dysfunctional and inappropriate behaviours or gender issues of work team members and provides them appropriate feedback	☐ Integrates into the unit work plan a project/activity/program that addresses gender issues, discriminatory and exclusionary behaviour within the office and in relation to partners, networks and other stakeholders	☐ Uses diversity-sensitive approaches and addresses gender issues, discriminatory and exclusionary behaviors in order to establish and maintain partnership and networks in implementing projects.activities/programs	Sets guidelines, ethical standards, and direction to communicate zero-tolerance to gender biases, discriminatory and exclusionary behavior across government and relevant sectors to build a collaborative and inclusive culture (e.g. there is space for growth and development of vulnerable and marginalised group including women, persons with disabilities, senior citizens and indigenous peoples

DEMONSTRATES INTERPERSONAL SAVVY	Listens actively and shares information and resources, as appropriate to demonstrate openness	Applies tact and diplomacyy in knowing what to say, when and to whom and how to communicate messages in a way that will gain support	☐ Demonstrates adaptability to different protocols, working styles and individual differences with people inside and outside the organisation	☐ Uses appropriate and contex-sensitive communication mechanisms, vbarying the language, tone, content and style to influence diverse stakeholders across government and relevant sectors.