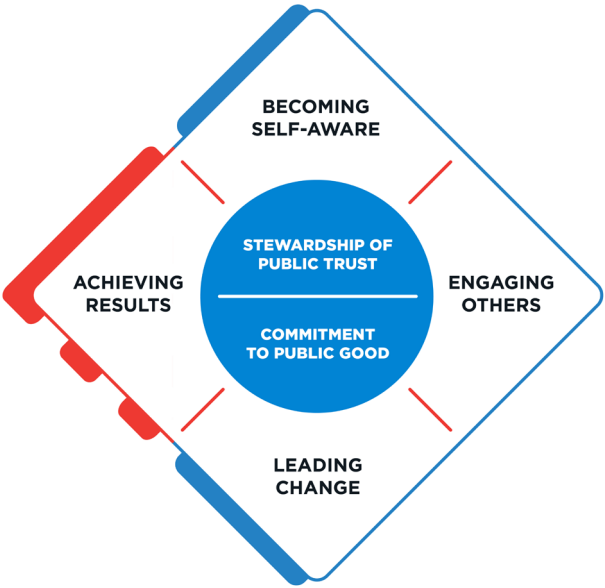
PARTNERSHIP
FOR PUBLIC SERVICE



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Public Service Leadership Model

POCKET GUIDE

ourpublicservice.org/public-service-leadership-model

The Standard for Effective Government Leadership

At the Public Service Leadership Institute©, we recognize that good leaders are fundamental to government's ability to meet the challenges of today and tomorrow. In a world of complex problems, they spark innovation and drive change, act as stewards of vital public resources and enable employee success, ensuring that government organizations across the U.S. meet the needs of those they serve.

Capable and responsive leaders rarely appear by accident. The best organizations set—and empower leaders to meet—a consistent standard for effective leadership. The **Public Service Leadership Model** offers this standard and helps government leaders—regardless of agency, role or geographic location—evaluate their performance, assess their leadership effectiveness and chart a path for growth. It is built on two fundamental values that motivate public service leaders and serve as an anchor for the model's four core leadership competencies:

Stewardship of Public Trust
Given the vast influence and resources of government at all levels, trust in public leaders and their integrity is crucial. Leaders in public service must uphold the highest ethical standards as stewards of taxpayer dollars, the workforce they lead and the communities they serve.

Commitment to Public Good
Public service is a commitment to improving lives. Whether leading at the federal, state or local level, government leaders must uphold a service-oriented mindset to promote the common good and advance the mission of their agencies.

This pocket guide explores four key competencies and their connection to these core values. It provides practical insights on how leaders can apply them in their daily work—no matter where they serve or where they are on their leadership journey.

Learn more at: **ourpublicservice.org/public-service-leadership-model**

COMPETENCY 1

Becoming Self-Aware

Becoming self-aware is about knowing how your values and motivations drive your behavior. It is essential to personal development and the ability to interact productively with others. In a complex environment, self-awareness is an anchor, enabling you to stay true to yourself and perform at your highest levels.

SELF-REFLECTION
Regularly reflect, test assumptions and seek feedback.

AUTHENTICITY
Align your actions with your values.

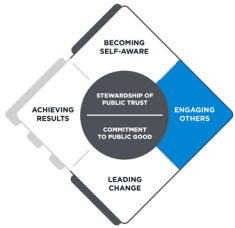
EMOTIONAL INTELLIGENCE
Recognize your emotions and those of others; use this information to manage behavior.

INTEGRITY
Follow moral and ethical principles.

CONTINUOUS LEARNING
Constantly seek to grow and learn.

COMPETENCY 2

Engaging Others



Engaging others involves working with others effectively, whether by fostering individual relationships, working with a team or leading an organization. Effective leaders create a collaborative environment that encourages productive communication and allows others to grow.

RELATIONSHIP BUILDING
Connect and communicate to build trust and alignment.

EMPOWERING OTHERS
Provide autonomy and opportunities for team members.

CONFLICT MANAGEMENT
Resolve counterproductive behavior; create space for differences of opinion.

COLLABORATION
Engage stakeholders to work together on shared goals.

FOSTERING ENGAGEMENT
Build engaged teams and a work environment where all people can be successful.

COMPETENCY 3

Leading Change

Leading change is about meeting the ever-evolving needs of the public by initiating, championing and implementing innovative solutions. This includes managing change efforts to help others adapt to and navigate change effectively.

VISION
Articulate long-term goals and forge a path towards them.

INFLUENCE
Gain support for ideas by establishing credibility and motivating others to action.

INNOVATION
Encourage improvement, adaptation and freedom to experiment.

EMBRACING RISK AND UNCERTAINTY
Make it safe to take risks; support the team regardless of the outcome.

ADAPTABILITY
Adjust approach to achieve goals and stay flexible in changing situations.

COMPETENCY 4

Achieving Results

Achieving results means managing skillfully, thinking strategically and making well-informed, principled decisions that deliver measurable outcomes and improve the quality of life for the public you serve.

ACCOUNTABILITY
Accept responsibility for your actions and hold others accountable for delivering on commitments.

EVIDENCE-BASED DECISION-MAKING
Make choices grounded in the best available information and data.

SYSTEMS THINKING
Understand and navigate the complex dynamics and roles in government systems.

TECHNOLOGY ACUMEN
Harness technology to improve outcomes and service.

CUSTOMER EXPERIENCE
Maximize service and quality by understanding external and internal customer needs.

Emerging Leader

Team or work group member | First-time project leader
Aspiring supervisor | Developing technical expert

In this leadership role, ask yourself the following questions:

BECOMING SELF-AWARE

- How am I seeking and incorporating feedback from others?
- Am I paying attention to my behavior and my impact on others?
- How am I challenging myself and investing in my personal development?

ENGAGING OTHERS

- How do I typically react in conflict situations?
- How can I understand the needs of my supervisors to effectively manage up and advocate for my work?
- How do I contribute to effective team collaboration?

LEADING CHANGE

- How am I incorporating innovation into my day-to-day work?
- Am I demonstrating subject matter competence and producing high-quality work to establish credibility?
- What are my strategies for adapting to organizational changes?

ACHIEVING RESULTS

- How do I incorporate evidence and data into my contributions to support my work?
- How do I take ownership and responsibility for my work?
- What technology should I learn and ultimately master to succeed in my role?
- How am I staying current and connected to effectively understand and meet customer needs?

Leader of Teams or Projects

Team or work group leader | Project leader | New supervisor
Technical expert | Liaison between teams or direct support to principal

In this leadership role, ask yourself the following questions:

BECOMING SELF-AWARE

- What are my values?
- What are my leadership strengths and areas for growth?
- How am I assessing and responding to the needs of those around me?

ENGAGING OTHERS

- How do I build a collaborative team where members are encouraged to contribute new ideas?
- What are my strategies for engaging in difficult but necessary conversations?
- Who are my key stakeholders across the organization and how do I engage with them?

LEADING CHANGE

- How am I aligning my projects with the organization's vision and priorites?
- How am I adjusting my influencing style to different stakeholders?
- How am I encouraging innovation and smart risk-taking on my team?

ACHIEVING RESULTS

- How am I holding myself and my team accountable for reaching our goals?
- How am I using data to evaluate and improve my team or project's work?
- What new technologies should I understand and harness to support my team in achieving our efforts?

Leader of Leaders

Office, division or large-team leader | Program portfolio leader | Midlevel supervisor | Technical leader in the field | Cross-functional convener and leader

In this leadership role, ask yourself the following questions:

BECOMING SELF-AWARE

- Can I communicate my values to those I lead, both in words and action?
- How can I lead with humility in service of others?
- Am I intentionally setting aside time and space for self-reflection?

ENGAGING OTHERS

- What actions am I taking to actively build trust within my organization and with other stakeholders outside of my reporting line?
- How do I ensure my direct reports have the autonomy to manage their teams and projects?
- How am I creating an environment where all people can freely contribute and grow?

LEADING CHANGE

- What is my vision for the work I lead and how am I communicating it?
- How am I creating opportunities for others and removing obstacles to innovation?
- What changes should I actively pursue or anticipate coming? How can I best lead others in navigating these changes?

ACHIEVING RESULTS

- How am I consistently celebrating achievements with those I lead?
- Am I able to connect short-term results to long-term strategy and outcomes?
- How aware am I of the system I operate within? How can I bring an enterprise-wide approach to achieving results?

Leader of Organizations

Executive and enterprise leader | Cross-sector, interagency and intra-agency convener | Strategic and organizational driver of change | Public-facing leader

In this leadership role, ask yourself the following questions:

BECOMING SELF-AWARE

- How is my leadership style impacting organizational culture?
- How are my values reflected in my leadership? Am I leading with integrity?
- Am I creating a conducive environment for people to give candid feedback?

ENGAGING OTHERS

- How do I create a work environment that supports effective collaboration?
- What am I doing to understand and contribute to increased employee engagement?
- How can I develop strategic partnerships beyond my organization?

LEADING CHANGE

- What is my enterprise-wide vision and what changes must I implement to achieve it?
- How do I balance a culture of innovation and responsible risk-taking with navigating existing rules and regulations?
- How will I steer the organization through inevitable changes and crises?

ACHIEVING RESULTS

- What am I doing to drive toward long-term organizational outcomes?
- How do I create a culture of accountability?
- Could I answer to external oversight bodies if asked to justify our work?
- Am I using effective systems, data and technology to empower my organization to succeed?