

6. Overview of Units, Elements, and Performance Criteria

The table below provides a summary of the Units of Competency while the table on the following page provides an overview of the Units, Elements, and Performance Criteria. Details for all are provided in Section 7.

6.1 Summary of Units of Competency

Unit	Title	Description
Core Units		
PLC01	Think Holistically	This unit defines the Elements required to think holistically. It includes the Performance Criteria required to demonstrate competency in applying systems thinking approaches when responding to emergence and systemic opportunities and threats.
PLC02	Exercise Personal Mastery	This unit defines the Elements required to exercise personal mastery. It includes the Performance Criteria required to demonstrate competency in self-awareness, resilience, openness to new ideas and ways of thinking and ability to act, that are required to provide leadership in complexity.
PLC03	Provide Conditions to Enable Decisions and Action	This unit defines the Elements required to provide conditions that enable decisions and action in complexity. It includes the Performance Criteria required to demonstrate competency in maintaining strategic direction, acting sustainably, setting minimal rules, and establishing a data management framework and control systems that leverage knowledge and acknowledge and enable action in complexity.
PLC04	Respond to the Environment	This unit defines the Elements required to respond to evolving internal and external environments. It includes the Performance Criteria required to demonstrate competency in sensing and responding to volatile, uncertain, complex, and ambiguous (VUCA) environments.
PLC05	Engage Collaboratively	This unit defines the Elements required for collaborative engagement. It includes the Performance Criteria required to demonstrate competency in fostering collaborative communication, working towards shared vision and meaning, and developing a collaborative and engaged culture.

Figure 6.1: Summary of Units of Competency

6.2 Summary of Units, Elements, and Performance Criteria

Units	Elements	Performance Criteria
LC01 Think Holistically	1.1 Apply systems thinking approaches.	1.1.1 Contextual sensitivity is applied in all aspects of the endeavour.
		1.1.2 Appreciation that issues and endeavours can be seen from multiple different perspectives is demonstrated.
		1.1.3 Systems thinking approaches are selected and applied to fit the problem context.
		1.1.4 System contexts, boundaries, and interfaces are considered throughout the lifecycle of the endeavour.
		1.1.5 Systems approaches are used to analyse and manage impact and implications of proposed changes .
	1.2 Understand and plan for emergence.	1.2.1 Appreciation of the consequences of dynamic interdependence between systems informs understanding and decision-making.
		1.2.2 Attention is given to weak signals .
		1.2.3 Capacity and capability are built to respond to emergence .
	1.3 Manage systemic opportunities and threats.	1.3.1 Uncertainty, opportunities and threats are assessed from multiple perspectives .
		1.3.2 Emergent opportunities are evaluated and prioritised relative to resource availability and capability.
		1.3.3 Systemic interaction of opportunities and threats is analysed for potential impact.
		1.3.4 Potential for low probability, high impact events is investigated .
		1.3.5 Decision-making and action are driven by a systemic vision of the proposed outcomes of the endeavour.
LC02 Exercise Personal Mastery	1.2 Maintain a resilient and open attitude.	2.1.1 A positive outlook is maintained.
		2.1.2 Resilience is demonstrated.
		2.1.3 Discovery and insight are driven by curiosity .
	2.2 Apply cognitive flexibility.	2.2.1 Openness to different and conflicting views is exhibited.
		2.2.2 Self-awareness and reflective ability are demonstrated.
		2.2.3 Personal behaviour is modified based on awareness of the impact on others.
	2.3 Lead with sensitivity.	2.3.1 Authentic appreciation is expressed.
		2.3.2 Trust is cultivated and employed responsibly and proactively.
		2.3.3 Support is offered.
		2.3.4 Leadership behaviours are tailored to the situation.
	2.4 Take informed action.	2.4.1 Experience and judgement are deployed to determine when action or inaction are appropriate.
		2.4.2 Problems and issues are dealt with or retired.
		2.4.3 Persuasion is used effectively to advance the endeavour.

Figure 6.2. Summary of Units, Elements, and Performance Criteria (continued next page)

Units	Elements	Performance Criteria
<p style="text-align: center;">LC03 Provide Conditions to Enable Decisions and Action</p>	<p>3.1 Maintain strategic direction.</p>	3.1.1 Influence and persuasion are used strategically and with integrity for the benefit of the endeavour.
		3.1.2 Validity of the business case is monitored and maintained throughout the life cycle.
		3.1.3 Decision-making and action are driven by a systemic vision of the proposed outcomes of the endeavour.
	<p>3.2 Act sustainably.</p>	3.2.1 Attention is given to impact of decisions and actions on society, the environment, and the process and end product of the endeavour.
		3.2.2 Commitment is made to transfer of knowledge for the advancement of capability in the community.
		3.2.3 A culture is developed to support wellbeing of teams and individuals in the face of complexity.
		3.2.4 Teams are actively managed to benefit from diversity.
		3.2.5 Conflict is approached openly, strategically and creatively.
		3.2.6 Genuine commitment to and focus on the endeavour are demonstrated.
	<p>3.3 Set minimal rules to enable action.</p>	3.3.1 In setting up the organisation for the endeavour, consideration is given to creation of conditions that enable resilience , self organisation, and timely decision making.
		3.3.2 Governance and structure are iteratively reviewed and adapted.
		3.3.3 Multiple governance and ethical requirements are acknowledged and addressed.
		3.3.4 Level of complexity, uncertainty and stakeholder maturity are considered in selecting project strategy, delivery methodology and contracting forms.
	<p>3.4 Establish data management framework.</p>	3.4.1 Data needs are assessed.
		3.4.2 Data is ethically collected, verified, and shared.
		3.4.3 Data is validated, secured, and integrated across systems .
	<p>3.5 Establish control systems to leverage knowledge.</p>	3.5.1 Control systems acknowledge complexity and are tailored to suit the endeavour.
		3.5.2 A review and assurance process is designed and implemented to fit the complexities of the endeavour.
		3.5.3 Audits and reviews are used as opportunities for continuous performance improvement.
		3.5.4 External parties are involved in review processes to ensure that multiple perspectives are acknowledged.
3.5.5 Knowledge centres within and without the endeavour are identified, encouraged, empowered, and connected.		

Figure 6.2. Summary of Units, Elements, and Performance Criteria (continued next page)

Units	Elements	Performance Criteria
LC04 Respond to the Environment	4.1 Build responsive processes.	4.1.1 Flexibility is demonstrated in working in a volatile, uncertain, complex and ambiguous (VUCA) environment.
		4.1.2 Planning allows for emergence and iterative progression.
		4.1.3 Concepts are tested prior to commitment.
		4.1.4 Organisational capability is developed to support resilience in a VUCA environment.
	4.2 Plan resourcing for flexibility.	4.2.1 Team composition is aligned with the stage or phase of the endeavour.
		4.2.2 A flexible resource plan is developed that enables current and emergent needs to be balanced and addressed across the lifecycle of the endeavour.
	4.3 Review assumptions, constraints and implications of action.	4.3.1 Constraints and assumptions are identified, challenged and renegotiated throughout the lifecycle.
		4.3.2 The history of the endeavour is investigated to inform future decision-making and action.
		4.3.3 Influence of bias is understood and addressed .
		4.3.4 Interaction of regulatory environments is managed.
		4.3.5 Implications of complexity are identified and assessed.
	4.4 Continuously review complexity and direction.	4.4.1 Feedback is used to question and revise approach.
		4.4.2 Periodic and continuous feedback is utilised to maintain focus on achievement of evolving goals .
		4.4.3 Types and levels of complexity and their relative implications are identified and assessed at key stages of the endeavour using contextually relevant frameworks .
	4.5 Use data and prototyping to test and validate ideas.	4.5.1 Data is leveraged to drive decision making.
		4.5.2 A data strategy appropriate to the scope and environment is employed .
		4.5.3 Alternative approaches are used for testing and proof of concept prior to commitment.
4.5.4 Data is used to harvest insights for improved performance and innovation.		
LC05 Engage Collaboratively	5.1 Develop a collaborative and engaged culture.	5.1.1 A dynamic collaborative approach amongst stakeholders is fostered and maintained.
		5.1.2 Stakeholders are actively and strategically engaged to advance achievement of objectives.
		5.1.3 Multiple, diverse and cross-boundary contributors to resourcing are engaged and influenced to build commitment.
		5.1.4 Cultural norms, boundaries and rules are challenged to progress the endeavour.
	5.2 Nurture relationships and teams.	5.2.1 Deliberate effort is applied to establishing and sustaining relationships.
		5.2.2 Wellbeing and resilience of team members is actively monitored and supported.
	5.3 Foster collaborative communication.	5.3.1 Active listening is used when engaging with stakeholders.
		5.3.2 Communications are intentional, ambitious, consistent, collaborative and accountable.
		5.3.3 Informed advice is sought.
		5.3.4 A culture that supports and encourages open communication, innovation and creativity at all levels of the endeavour is promoted .
		5.3.5 Expectations are identified and managed.
	5.4 Appreciate diverse perspectives	5.4.1 A deep understanding of key stakeholders and their perspectives is developed and refreshed.
		5.4.2 Contribution of diverse views of stakeholders is leveraged .
	5.5 Work towards shared vision and purpose.	5.5.1 Appreciation of complexity is shared.
		5.5.2 Shared meaning amongst stakeholders is fostered to build momentum for change.
		5.5.3 A compelling and meaningful vision of the endeavour's future is communicated .

Figure 6.2. Summary of Units, Elements, and Performance Criteria