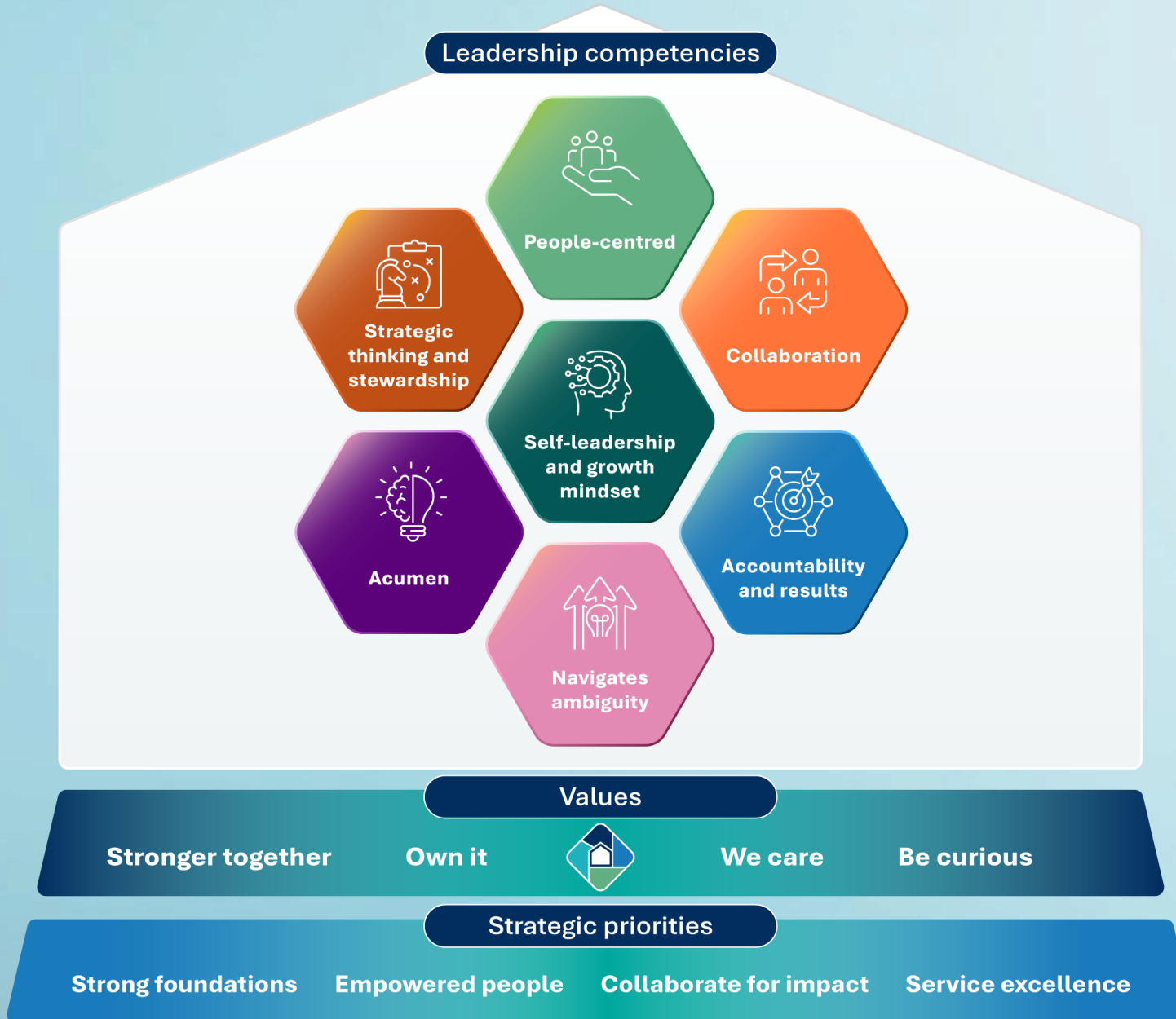


RTA Leadership Framework

June 2026



How we lead together

Leadership makes a difference in all aspects of life and it matters at the RTA. It starts with self-leadership and translates to the way we show up for each other, our teams and the community we serve. This Leadership Framework sets out what great leadership looks like at the RTA and provides clear expectations for how we lead ourselves, our people, our teams, and our organisation in alignment with our [strategic priorities and values](#). The behaviours in the framework outline the standard for leadership at the RTA and will be embedded in performance plans to ensure we work stronger together.

A clear and shared understanding of what great leadership is and delivers, helps us to be our best selves, work consistently, make sound decisions and build trust with our people and customers.

We all have a role to play. At every level, at every stage of a career, it starts with self-leadership. This means taking responsibility for our behaviours, decisions and living our values every day. For those leading people and teams, expectations and responsibilities grow.

Leaders set the standard, role model the right behaviours, and create the environment that enables others to succeed and deliver on our strategy. The conversations we have and the culture we build directly shapes whether our people can reach their potential. At the RTA, good leadership is not about title or status – it is about impact, influence and the ability to inspire others.

This framework is designed to support you in your reflection, development, and in meaningful conversations about leadership expectations at all levels. It provides a shared benchmark so, together, we can grow competencies, strengthen accountability and deliver high-quality outcomes.

You don't need a huge increase in effort to create impact – you need small consistent improvements, multiplied across everyone in the organisation. I look forward to learning and growing together as we continue to build on our success.

Steve Davidson
Chief Executive Officer

RTA Leadership Framework

Leadership streams

The leadership streams provide a guide to leadership at different levels of scope and influence, acknowledging that your growth and leadership is unlikely to take a linear path. As responsibilities and challenges evolve and opportunities emerge, you may operate across streams and need to look ahead or draw on different leadership behaviours to meet the challenges in front of you.



Leads organisation

- Responsible for leading a service delivery, policy, regulatory or strategic advisory function(s).
- Valued for ability to lead the organisation, influence stakeholders, commercial acumen and systems thinking.



Leads teams

- Responsible for leading leaders and/or multiple projects or areas of work.
- Valued for the ability to lead strategy and/or guide leaders to deliver outcomes.



Leads people

- Responsible for leading individual contributors to deliver team outcomes, typically under direction of a senior leader.
- Valued for experience in their specialist area or the ability to manage others.



Leads self

- Responsible for delivering outcomes through self-management, sometimes with guidance from leaders.
- Valued for the knowledge and skills in their specialist area and strong self-management.



Self-leadership and growth mindset

Taking ownership of how you think, act and grow – staying open to learning, feedback and improvement to perform at your best.

As a leader I...

| | |
|--------------------------|--|
| Lead self | <ul style="list-style-type: none">• demonstrate consistent alignment with RTA values in day-to-day decisions and actions.• own my behaviour, performance and professional development.• seek out and learn from diverse viewpoints, demonstrating curiosity and a growth mindset.• reflect on my performance to identify strengths and development areas and apply learnings by making clear changes to my approach, capability or behaviour over time. |
| Lead people | <ul style="list-style-type: none">• model accountability, integrity and curiosity in day-to-day leadership practice.• manage wellbeing, workload and boundaries in ways that support sustainable performance for myself and others.• adapt my leadership style to respond to changing team, organisational and delivery requirements.• normalise learning, experimentation and reflective practice to promote a growth mindset in others.• seek feedback from team members, peers and leaders, and own where I need to improve my performance. |
| Lead teams | <ul style="list-style-type: none">• set clear priorities and manage risk thoughtfully so work is delivered sustainably.• manage my time, energy and decision-making effectively in complex or ambiguous situations, prioritising what matters most.• own decisions and their wider impact on people, culture and results, and change course when things aren't working.• pursue continuous learning aligned to current and future capability needs of the team and organisation. |
| Lead organisation | <ul style="list-style-type: none">• consistently demonstrate high levels of self-awareness, integrity and ethical judgement in complex and system-wide contexts.• model emotionally intelligent leadership to influence culture and enable sound decision-making.• sustain personal resilience to lead effectively over time and role-model healthy leadership practices.• consider the long-term impacts of decisions on culture, capability and public trust, and act accordingly.• establish a culture of learning agility, constructive challenge and continuous growth. |



People-centred

Leads with care and inclusion, enabling high performance, wellbeing and capability by empowering others to do their best work.

As a leader I...

| | |
|--------------------------|---|
| Lead self | <ul style="list-style-type: none">• act with integrity and empathy by communicating respectfully, listening to others' perspectives, and adjusting behaviour in response to its impact on people and outcomes.• seek and be open to feedback on how I show up for others and use it to strengthen trust and working relationships.• treat every person with care, contributing to a safe, supportive and inclusive workplace.• create a psychologically safe environment where people feel confident to share ideas and raise concerns. |
| Lead people | <ul style="list-style-type: none">• create a team culture of trust, inclusion and respect where people feel safe to contribute their best thinking and achieve strong outcomes.• support individual wellbeing by having open conversations about expectations, capacity and needs to support performance.• lift team performance by building capability and enabling ownership and decision-making through regular coaching, feedback and development conversations.• recognise effort, progress and contribution in ways that build confidence, motivation and a sense of belonging.• address behaviours or practices that undermine safety, inclusion or performance promptly and fairly. |
| Lead teams | <ul style="list-style-type: none">• embed care, inclusion and integrity into RTA systems and processes.• promote sustainable ways of working that support team wellbeing and service excellence.• act consistently and fairly, reinforcing respectful, people-centred practices.• enable leader performance by providing clear expectations, appropriate autonomy and coaching to build capability, confidence and consistency across teams.• identify and address patterns that affect morale, workload or performance across the team. |
| Lead organisation | <ul style="list-style-type: none">• promote a people-centred and inclusive culture by demonstrating ethical leadership in decisions, interactions and the standards I set for others.• build trust through transparent, consistent and accountable leadership.• identify and remove systemic or cultural barriers that negatively impact wellbeing, inclusion or people's ability to do their best work.• enable a high-performing culture by deliberately empowering people at all levels with clear accountability, capability and decision-making authority. |



Collaboration

Work across the RTA, government and sector stakeholders to build trusted relationships that deliver shared outcomes, a high-performance culture and service excellence.

As a leader I...

| | |
|--------------------------|---|
| Lead self | <ul style="list-style-type: none">• share relevant information, knowledge and resources in a timely way to support shared understanding and collective outcomes.• communicate clearly and respectfully, listening with curiosity to understand before forming or expressing views.• contribute to discussions and problem-solving by valuing diverse perspectives and building on others' ideas.• raise issues, risks or insights early to support shared understanding and timely action.• protect organisational reputation and trust through respectful, effective relationships and engagement. |
| Lead people | <ul style="list-style-type: none">• involve the right people early to support shared understanding, better decisions and service excellence.• prioritise RTA-first decisions rather than individual or team interests.• recognise and value diverse skills, experiences and viewpoints, enabling people to work productively through difference.• model collaborative leadership by seeking input, encouraging shared problem-solving and decision making. |
| Lead teams | <ul style="list-style-type: none">• break down silos by bringing the right people together across teams to solve problems and deliver shared outcomes.• remove barriers that limit cross-functional collaboration by strengthening relationships, information flow and ways of working.• clarify roles, responsibilities and interdependencies, negotiating shared accountabilities to reduce friction and duplication.• reinforce collaborative behaviour by recognising contributions, giving credit to others and addressing issues early to maintain trust, momentum and performance. |
| Lead organisation | <ul style="list-style-type: none">• set clear expectations for collaboration aligned to RTA strategy and values.• role-model an enterprise-wide culture of ownership that prioritises shared outcomes over individual or siloed success.• build and sustain strong relationships across government and the sector to deliver joint priorities and regulatory improvements.• demonstrate curiosity-led, collaborative leadership, effectively negotiating interests and outcomes in complex stakeholder environments. |



Accountability and results

Takes ownership for decisions and drives outcomes, translating priorities into timely, purposeful action and reliably delivering outcomes that meet customer needs and service commitments.

As a leader I...

| | |
|--------------------------|--|
| Lead self | <ul style="list-style-type: none">• take accountability for delivering quality work on time, understanding how my work affects customer and service outcomes.• focus my effort on the work that matters most, balancing urgency, impact and RTA priorities.• spot risks and delays, raising issues early to protect outcomes and build trust.• seek clarity when expectations or priorities are unclear rather than waiting or disengaging. |
| Lead people | <ul style="list-style-type: none">• prioritise work that delivers the greatest impact, value and service outcomes for customers, the team and the RTA.• take ownership of issues when they arise by addressing them promptly, escalating where needed, and following through to resolution.• set clear, achievable goals and expectations, and hold people accountable.• recognise team members and colleagues' efforts when they deliver results in line with RTA values.• raise underperformance early and confidently, balancing care with firm accountability. |
| Lead teams | <ul style="list-style-type: none">• align resources and ways of working to support reliable delivery of RTA-wide outcomes.• enable purposeful, timely decisions by setting clear decision rights and governance.• monitor delivery closely and take decisive corrective action when outcomes, standards or commitments are at risk.• make informed trade-offs between pace, quality, risk and compliance, adjusting plans to sustain outcomes as conditions change.• uses data, insights, and feedback to evaluate effectiveness and improve results. |
| Lead organisation | <ul style="list-style-type: none">• align strategy, resourcing and governance to drive execution at scale.• makes complex decisions, managing trade-offs with transparency and sound-judgment.• model integrity, credibility and follow-through in commitments to stakeholders and the Queensland community.• reinforce a results-oriented culture by setting clear expectations, monitoring progress and holding myself and others accountable for outcomes, performance and risk.• takes enterprise level accountability for outcomes and delivery. |



Navigates ambiguity

The ability to make effective decisions and maintain progress in situations where information is incomplete or unclear.

As a leader I...

| | |
|--------------------------|--|
| Lead self | <ul style="list-style-type: none">• maintain delivery and quality by adapting my approach in response to change or uncertainty.• use available evidence to decide and act, reducing delays and keep work on track.• demonstrate personal resilience and emotional discipline in challenging situations.• work through uncertainty, using it as a tool for learning to sharpen judgement, build confidence and strengthen adaptability. |
| Lead people | <ul style="list-style-type: none">• communicate change clearly and intentionally, explaining what is known, what is uncertain and what matters most.• support employees through change by creating stability and role clarity.• model calm confidence, positivity and leadership presence, strengthening trust and maintaining focus on agreed deliverables.• maintain team performance, engagement and resilience during periods of uncertainty.• encourage flexibility, curiosity and solution-focused thinking during periods of uncertainty. |
| Lead teams | <ul style="list-style-type: none">• anticipate change and prepare teams to respond confidently to shifting priorities and emerging demands.• use insight, evidence and judgement to manoeuvre plans and deliver outcomes in changing conditions.• establish clear short-term direction and focus to sustain momentum when plans are disrupted or evolving.• empower individuals to make timely, sound decisions with limited information, within clear boundaries.• treat mistakes as learning opportunities, adjusting direction confidently rather than becoming stalled by setbacks. |
| Lead organisation | <ul style="list-style-type: none">• approach ambiguity, disruption and uncertainty as an opportunity, using insight, research and judgement to create clarity, make decisions and take action.• make clear, timely decisions in uncertainty, balancing urgency, data informed risk and long-term resilience.• lead large-scale change where outcomes, pathways or impacts are not fully defined.• set clear intent, direction and priorities while allowing autonomy in how outcomes are achieved in complex and uncertain environments.• create conditions that enable enterprise-wide adaptability, resilience and learning.• strengthen organisational confidence, resilience and public trust through decisive leadership, learning and adaption. |



Acumen

Uses sound judgement to make well-informed decisions, understanding how work, resources and people come together to deliver effective outcomes.

As a leader I...

| | |
|--------------------------|---|
| Lead self | <ul style="list-style-type: none">• understand how RTA operates, including business, financial and decision-making processes within role scope.• navigate policy, processes and governance requirements appropriately.• use data and information to guide day-to-day decisions and actions.• build and maintain relevant knowledge and expertise, applying it to problem-solve effectively and make well-reasoned decisions.• recognise when decisions carry legal, safety or ethical risk and proactively seek relevant expert advice (e.g. HR, Legal) |
| Lead people | <ul style="list-style-type: none">• help people understand how RTA systems, policies and processes shape their work by sharing context and knowledge to support navigation of the organisation.• promote evidence-based and data-informed thinking to improve outcomes.• encourage learning through testing ideas, learning from outcomes and strengthening practical judgement.• build confidence in managing priorities, resources and risk within clear boundaries.• guide others to make considered decisions, recognising impacts on customers, stakeholders and trust in RTA. |
| Lead teams | <ul style="list-style-type: none">• position teams to respond to organisation, financial and stakeholder demands by aligning capability, resources and ways of working to requirements.• enable confident delivery within governance, regulatory and system environments.• drive continuous improvement by challenging inefficiencies using data, business insight and digital tools.• anticipate risk, interdependencies and downstream impacts that may affect team performance or delivery.• balance operational demands with awareness of system constraints, financial sustainability, future needs and emerging change. |
| Lead organisation | <ul style="list-style-type: none">• apply whole of system, sector and organisation insight to inform strategic direction.• anticipate policy, regulatory, technological and environmental shifts and their implications.• leverage data, insight, technology and external intelligence to lift organisation performance and service outcomes.• balance customer, operational, policy and stakeholder considerations in complex decisions.• strengthen organisational capability for continuous improvement and future readiness. |



Strategic thinking and stewardship

Thinks beyond immediate needs to guide decisions that balance today's priorities with the long-term interests of the RTA, its customers and the community.

As a leader I...

| | |
|--------------------------|--|
| Lead self | <ul style="list-style-type: none">• demonstrate an understanding of how my role relates to RTA strategy, priorities and business as usual operations.• think beyond immediate tasks and consider impacts to the broader organisation, customers and service delivery.• make choices with the future in mind, not just what is easiest or quickest in the moment.• look for better ways of working that improve outcomes and reduce rework.• adapt my approach when priorities or circumstances change to stay aligned with RTA goals and values. |
| Lead people | <ul style="list-style-type: none">• help employees understand how their work contributes to RTA strategy and long-term outcomes.• share context and decision rationale to build strategic understanding.• encourage employees to question assumptions, explore new ideas, and think more widely about problems and opportunities.• support effective prioritisation that balances immediate demands with long-term value.• think ahead about new trends, risks and future impacts that could affect the services we deliver. |
| Lead teams | <ul style="list-style-type: none">• set a clear direction aligned to RTA strategy and desired outcomes.• allocate and manage people, time and resources responsibly to maximise value in line with priorities.• guide teams to consider broader impacts when planning, prioritising and making decisions.• identify, manage and escalate risks to protect outcomes, public value and organisational trust.• monitor progress against strategic objectives and adjust plans to maintain alignment and optimise outcomes. |
| Lead organisation | <ul style="list-style-type: none">• set clear strategic direction that balances performance with long-term organisational, customer and sector outcomes.• steward organisational resources to maximise long-term value, safeguard public trust and protect the reputation and sustainability of the RTA.• anticipate future challenges, opportunities and system impacts, and adjusts strategy accordingly.• ensure strong governance, assurance and accountability mechanisms to support sound decision-making, risk management and ethical stewardship.• uses evidence, insight and performance information to inform strategic choices, manage trade-offs and make decisions that stand up to public and regulatory scrutiny. |