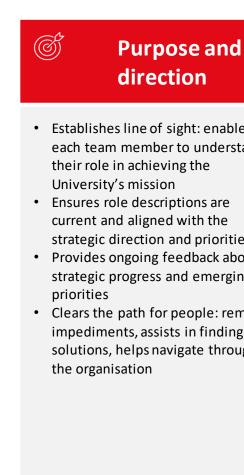


#### LEADERSHIP CAPABILITY FRAMEWORK: ALL LEADERS



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## **Accountability and** delivery



## **Capability** and growth



#### **Culture and** engagement

- Establishes line of sight: enables each team member to understand their role in achieving the University's mission
- Ensures role descriptions are current and aligned with the strategic direction and priorities
- Provides ongoing feedback about strategic progress and emerging
- Clears the path for people: removes impediments, assists in finding solutions, helps navigate through the organisation

- Clarifies performance expectations
- Ensures materials and resources required to do the job are identified in conversation, and provided
- Encourages, recognises and praises high performance and work well done
- Provides regular, fair and accurate feedback to team members on their progress, which helps them succeed
- Identifies underperformance early and takes prompt and effective remedial action
- Has skillful courageous conversations when required

- Recruits people who are right for the role and the desired culture
- Identifies capability strengths and weaknesses of team members and implements individualised plans for development
- Coaches team members on the job and guides capability growth
- Identifies and develops both functional and leadership talent
- Builds a reputation as a developer of people

- Actively listens to people, invites and acts on feedback
- · Creates a high performance culture, where excellence is encouraged and mistakes learned from
- Demonstrates understanding of, and care for, each team member as a person
- Ensures an open, two-way communication environment
- Empowers people to make and take decisions, and demonstrates support for their decisions once made
- Creates a psychologically safe environment, where differences of view are encouraged and valued
- · Actively enables a diversity of backgrounds and talents, and recognises and supports difference
- Models the desired culture in all interactions with other, especially those for whom one is accountable