Capability Development Framework

Leads Self   Typically staff who do not manage or supervise others.

Capability Area	*Capability*
Student or service centric	**Understands and prioritises user need**
	Is guided by user satisfaction and collects and considers a range of data and user feedback to understand current and future user needs.
	Delivers a remarkable user experience
	Engages and collaborates with users to provide accessible, fit for purpose solutions and adjusts focus or approach when required to respond to changing user needs.
Collaborative and inclusive	**Builds high performing partnerships and teams**
	Develops productive working relationships and partnerships, and contributes to a collegial team environment.
	Commits to diversity and inclusion
	Recognises the positive benefits of diversity and acts at all times in a way that promotes an equitable, diverse and inclusive University.
Innovative and enterprising	**Continuously develops self and others**
	Responds constructively to development feedback, grows self-awareness and builds and shares expertise to create a continuous learning environment.
	Has a growth mindset and is intrapreneurial
	Applies original thinking and experiments with new ways of doing things to generate innovations in disciplines, programs, processes, systems or services.
Digital and data enabled	**Harnesses digital technology**
	Uses digital tools to innovate programs, processes, systems or services. Keeps up-to-date with the digital evolution. Creates and edits digital content.
	Makes data driven decisions
	Analyses, interprets and critically evaluates a range of data sources and data to inform decision making.
Strategic and commercial acumen	**Achieves strategic results that support Griffith objectives**
	Understands, supports and delivers outcomes that further the University's vision, mission, and strategic objectives.
	Demonstrates financial acumen
	Ensures value for money in the completion and delivery of work and looks for opportunities to reduce costs.
Adaptable and resilient	**Embraces openness**
	Is open to different disciplines, perspectives, industry knowledge, cultures and experiences and finds opportunities to learn from them.
	Supports self and others during change
	Supports self during change by remaining flexible, focusing on the positives, and proactively seeking out opportunities to get involved.

Leads Others

Typically staff who manage or supervise others.

Capability Area	Capability
Student or service centric	**Understands and prioritises user need** Is guided by user satisfaction and collects and considers a range of data and user feedback to understand current and future user needs. **Delivers a remarkable user experience** Engages and collaborates with users to provide accessible, fit for purpose solutions and adjusts focus or approach when required to respond to changing user needs.
Collaborative and inclusive	**Builds high performing partnerships and teams** Understands the success factors for high performance, and creates productive partnerships and high performing teams. **Commits to diversity and inclusion** Recognises and acts immediately to address any issues with equity, diversity and inclusion in the team and/or in direct reports.
Innovative and enterprising	**Continuously develops self and others** Identifies the development needs of others and coaches them to improve performance. **Has a growth mindset and is intrapreneurial** Understands how to foster innovation in the team and nurtures an experimental, innovative mindset in others.
Digital and data enabled	**Harnesses digital technology** Uses digital tools to innovate programs, processes, systems or services. Keeps up-to-date with the digital evolution. Creates and edits digital content. **Makes data driven decisions** Analyses, interprets and critically evaluates a range of data sources and data to inform decision making.
Strategic and commercial acumen	**Achieves strategic results that support Griffith objectives** Sets the agenda and communicates expected outcomes to others, and allocates resources to deliver on University objectives. **Demonstrates financial acumen** Analyses and interprets workforce and financial information and uses this to make cost effective planning decisions for the team or direct reports.
Adaptable and resilient	**Embraces openness** Exposes others / the team to different disciplines, perspectives, industry knowledge, cultures and experiences, and encourages team openness. **Supports self and others during change** Supports others /the team during change by encouraging flexibility, demonstrating the positives, and finding opportunities for the team or others to get involved.

Leads Leaders

Typically staff who manage or supervise other managers.

Capability Area	Capability
Student or service centric	**Understands and prioritises user need**
	Is guided by user satisfaction and collects and considers a range of data and user feedback to understand current and future user needs.
	Delivers a remarkable user experience
	Engages and collaborates with users to provide accessible, fit for purpose solutions and adjusts focus or approach when required to respond to changing user needs.
Collaborative and inclusive	**Builds high performing partnerships and teams**
	Leverages partnerships to improve the performance of programs or portfolios, and expertly resolves conflict and other obstacles to team performance.
	Commits to diversity and inclusion
	Recognises the link between diversity and high performance and finds opportunities to increase diversity and inclusion factors in programs or portfolios.
Innovative and enterprising	**Continuously develops self and others**
	Identifies the development needs of other leaders, portfolios or programs and coaches and mentors to build high performance.
	Has a growth mindset and is intrapreneurial
	Takes informed, calculated, strategic risks to improve the performance of portfolios or programs.
Digital and data enabled	**Harnesses digital technology**
	Uses digital tools to innovate programs, processes, systems or services. Keeps up-to-date with the digital evolution. Creates and edits digital content.
	Makes data driven decisions
	Analyses, interprets and critically evaluates a range of data sources and data to inform decision making.
Strategic and commercial acumen	**Achieves strategic results that support Griffith objectives**
	Translates University objectives into operational goals for leaders, programs or portfolios and creates a shared sense of ownership for them.
	Demonstrates financial acumen
	Analyses and interprets workforce, financial and industry information and uses this to make cost effective and strategic decisions for other leaders, programs or portfolios.
Adaptable and resilient	**Embraces openness**
	Incorporates different disciplines, perspectives, industry knowledge, cultures or experiences in the design or delivery of programs or portfolios.
	Supports self and others during change
	Anticipates potential areas of resistance and seeks opportunities to improve staff involvement in and support for change.

Leads Function

Typically staff who lead an element or unit.

Capability Area	*Capability*
Student or service centric	**Understands and prioritises user need**
	Is guided by user satisfaction and collects and considers a range of data and user feedback to understand current and future user needs.
	Delivers a remarkable user experience
	Engages and collaborates with users to provide accessible, fit for purpose solutions and adjusts focus or approach when required to respond to changing user needs.
Collaborative and inclusive	**Builds high performing partnerships and teams**
	Identifies and creates strategic industry and other partnerships, and nurtures a culture that supports the success of high performing teams in Element.
	Commits to diversity and inclusion
	Actively monitors and takes action on improving equity, diversity and inclusion targets and key performance indicators for the Element and University.
Innovative and enterprising	**Continuously develops self and others**
	Identifies capability gaps and current and future development needs for Element and coaches and mentors to grow a leadership pipeline.
	Has a growth mindset and is intrapreneurial
	Takes informed, calculated, strategic risks to improve the performance and competitive advantage of the Element or University.
Digital and data enabled	**Harnesses digital technology**
	Uses digital tools to innovate programs, processes, systems or services. Keeps up-to-date with the digital evolution. Creates and edits digital content.
	Makes data driven decisions
	Analyses, interprets and critically evaluates a range of data sources and data to inform decision making.
Strategic and commercial acumen	**Achieves strategic results that support Griffith objectives**
	Develops the strategic direction for the Element and implements strategies that deliver current and future University objectives.
	Demonstrates financial acumen
	Analyses a variety of financial performance metrics and formulates mid - long term strategies that anticipate and improve financial performance of the Element.
Adaptable and resilient	**Embraces openness**
	Creates opportunities to build awareness and engagement with different disciplines, perspectives, industry knowledge, cultures or experiences in Element.
	Supports self and others during change
	Leads large scale, transformative change initiatives that engage and include staff, and uses influence to grow support and acceptance for change.

Leads Organisation   Typically staff who lead multiple elements or units.

Capability Area	Capability
Student or service centric	**Understands and prioritises user need** Is guided by user satisfaction and collects and considers a range of data and user feedback to understand current and future user needs. **Delivers a remarkable user experience** Engages and collaborates with users to provide accessible, fit for purpose solutions and adjusts focus or approach when required to respond to changing user needs.
Collaborative and inclusive	**Builds high performing partnerships and teams** Builds local and global networks and alliances, and establishes University structures and processes that enable Groups, Elements and teams to be high performing. **Commits to diversity and inclusion** Is a diversity and inclusion champion in the community, and drives a diversity and inclusion first strategy for the University.
Innovative and enterprising	**Continuously develops self and others** Grows a continuous learning and leadership culture by championing development programs and recognising and rewarding developmental and leadership behaviours. **Has a growth mindset and is intrapreneurial** Identifies and exploits opportunities to grow the University's competitive advantage through improvement, innovation, alliance, acquisition or other strategies.
Digital and data enabled	**Harnesses digital technology** Uses digital tools to innovate programs, processes, systems or services. Keeps up-to-date with the digital evolution. Creates and edits digital content. **Makes data driven decisions** Analyses, interprets and critically evaluates a range of data sources and data to inform decision making.
Strategic and commercial acumen	**Achieves strategic results that support Griffith objectives** Sets and champions the University's vision, mission and objectives and engages Groups, Elements and teams to execute the objectives. **Demonstrates financial acumen** Addresses risks that impact the long term financial performance of the University and creates new and diversified commercial opportunities to improve financial performance.
Adaptable and resilient	**Embraces openness** Creates a University culture where openness to different disciplines, perspectives, industry knowledge, cultures or experiences is valued. **Supports self and others during change** Sets a change vision and agenda for the University, and communicates transparently and frequently to inspire confidence and commitment to change.