GriffithUNIVERSITY   LEADERSHIP CAPABILITY FRAMEWORK

LEADERSHIP BEHAVIOURS	Purpose and direction	Accountability and delivery	Capability and growth	Culture and engagement
LEADS ORGANISATION	• Establishes and disseminates an enduring and distinctive identity for the organisation which enables people to see meaning in their work • Defines and communicates a long term strategy which shows how the organisation will thrive, and what must be delivered to achieve success in a volatile and unpredictable world	• Clearly articulates strategic priorities, outlined and cascaded in a well-defined business plan • Allocates accountability for strategic deliverables in a clear and unambiguous way • Builds alliances beyond sphere of control to deliver results • Formally monitors plan progress, and rebalances priorities and resources according to risk and opportunity	• Identifies long term capability requirements associated with the strategy and defines the acquisition pathway • Ensures organisation structures reflect strategic direction and priorities, and enables the most effective allocation of resources • Ensures implementation of talent management and succession planning processes	• Ensures definition and communication of organisation values • Defines the culture required to enable achievement of strategic imperatives • Identifies drivers of current organisation culture, and drives the required transformation of culture • Builds a high trust culture which supports individual excellence, and mutual respect
LEADS ELEMENT	• Clearly defines the element's key contribution to the organisation's strategy over the long term, and develops detailed business plans which show what needs to be delivered and when • Involves element leaders in development of the element's strategy, priority setting, and progress reporting processes	• Ensures all leaders within the element are clear about what they are accountable for delivering • Monitors progress against element business plan and ensures effective responses to emerging risks and opportunities • Builds alliances beyond sphere of control to deliver results, inside and outside the organisation • Recognises element successes • Reads early signs of underperformance and promptly and effectively intervenes	• Establishes and maintains the element's reputation for the excellence of its people, and for its ability to support development of professional careers • Identifies element capability requirements associated with strategic direction, implements development plan • Implements talent identification, development and acquisition processes, especially for key roles in element • Drives talent and succession management	• Actively and regularly assesses the culture of the element, employing a variety of formal and informal approaches • Communicates the desired element culture broadly within, and how it aligns with the overall organisation culture • Drives development of an open, high performance, high engagement, high trust culture, which values diversity and respect for difference • Creates a culture of appropriate risk taking
LEADS LEADERS	• Ensures reporting leaders understand organisation strategy and element business plan priorities, and can clearly articulate the role their teams play in contributing to organisation and element success	• Ensures reporting leaders are clear about what they are accountable for delivering • Monitors teams' progress ensures effective responses to emerging risks and opportunities • Recognises teams' successes • Reads early signs of underperformance and promptly and effectively intervenes • Builds alliances beyond sphere of control to deliver results	• Ensures appointment of the right people into reporting leader positions • Evaluates the strengths and gaps of the reporting leaders, and ensures effective development, including 1:1 coaching • Assists reporting managers to assess capabilities of their team members, and to implement development initiatives	• Models the desired culture and values in interactions with reporting leaders and their teams • Enables reporting managers to assess team dynamics, and resolve sources of dysfunction • Drives development of an open, high performance, high engagement, high trust culture • Identifies and removes unnecessary processes that dilute accountability and disempower people
ALL LEADERS	• 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 priorities • 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