





LEADERSHIP BEHAVIOURS	 Purpose and direction	 Accountability and delivery	 Capability and growth	 Culture and engagement
LEADS ORGANISATION	<ul style="list-style-type: none"> <li>Define strategy</li> <li>Align deliverables</li> <li>Communicate purpose and vision</li> </ul>	<ul style="list-style-type: none"> <li>Cascade strategic priorities</li> <li>Establish business plans</li> <li>Allocate and monitor accountability for strategic deliverables</li> <li>Reprioritise based on emerging risks and opportunities</li> <li>Build alliances beyond Griffith</li> </ul>	<ul style="list-style-type: none"> <li>Identify long term capabilities required and define plan to build / buy</li> <li>Ensure Griffith's structures and resources reflect the strategic priorities</li> <li>Implement processes that build Griffith's capabilities</li> <li>Implement talent management and succession planning processes</li> </ul>	<ul style="list-style-type: none"> <li>Define Griffith's desired culture</li> <li>Lead culture transformation</li> <li>Address behaviour inconsistent with desired culture</li> <li>Define and build GU Brand</li> </ul>
LEADS ELEMENT	<ul style="list-style-type: none"> <li>Align element/function/unit to the strategy</li> <li>Develop business plans</li> <li>Set priorities</li> <li>Involve people in planning processes</li> </ul>	<ul style="list-style-type: none"> <li>Define and communicate clear accountabilities</li> <li>Monitor business plan progress</li> <li>Adapt for emerging risks and opportunities</li> <li>Recognise successes</li> <li>Build alliances across elements and outside Griffith</li> </ul>	<ul style="list-style-type: none"> <li>Identify required element capabilities</li> <li>Manage the element's brand to attract required talent</li> <li>Develop and acquire required capabilities</li> <li>Drive talent and succession planning processes</li> </ul>	<ul style="list-style-type: none"> <li>Communicate the desired culture</li> <li>Assess the element's culture regularly</li> <li>Develop initiatives to build desired culture</li> <li>Address poor behaviour promptly</li> <li>Create a culture of appropriate risk taking</li> </ul>
LEADS LEADERS	<ul style="list-style-type: none"> <li>Communicates to leaders of teams the role their teams play in delivering strategy and their contribution to the element/function/unit business plan</li> </ul>	<ul style="list-style-type: none"> <li>Clarify leaders' accountabilities</li> <li>Monitor team progress</li> <li>Respond to emerging risks and opportunities</li> <li>Recognise team successes</li> <li>Build alliances with other leaders</li> <li>Address underperformance promptly</li> </ul>	<ul style="list-style-type: none"> <li>Recruit the right leaders</li> <li>Evaluate leaders' strengths and gaps</li> <li>Develop leader capabilities</li> <li>Coach leaders to grow teams' capabilities</li> <li>Implement development initiatives</li> <li>Develop key role successors</li> </ul>	<ul style="list-style-type: none"> <li>Implement initiatives to build desired culture</li> <li>Coach leaders to align team culture</li> <li>Model Griffith's values</li> <li>Address poor behaviour promptly</li> </ul>
ALL LEADERS	<ul style="list-style-type: none"> <li>Establish line of sight between roles and strategy</li> <li>Provides ongoing feedback</li> <li>Remove impediments and assist to find solutions</li> </ul>	<ul style="list-style-type: none"> <li>Clarifies performance expectations</li> <li>Provide required materials and resources</li> <li>Encourages and praises high performance</li> <li>Provides regular, fair and accurate feedback</li> <li>Identifies underperformance early and takes remedial action</li> <li>Has skillful courageous conversations</li> </ul>	<ul style="list-style-type: none"> <li>Recruits for the role and desired culture</li> <li>Identifies capability strengths and weaknesses of team members; implements individualised plans for development</li> <li>Coaches team members for capability growth</li> <li>Identifies and develops functional and leadership talent</li> <li>Builds a reputation as a developer of people</li> </ul>	<ul style="list-style-type: none"> <li>Actively listens, invites and acts on feedback</li> <li>Creates a high performance culture</li> <li>Demonstrates care for each team member</li> <li>Ensures open, two-way communication</li> <li>Empowers people to make and take decisions</li> <li>Creates a psychologically safe environment</li> <li>Actively enables a diversity of backgrounds and talents</li> <li>Models the desired culture</li> </ul>