

LEADERSHIP CAPABILITY FRAMEWORK: LEADERSHIP LEVELS, ACCOUNTABILITIES AND IMPACTS

Leadership Level	Scope of accountability for performance of others	Core leadership action	Leadership capability increases in complexity
Leads Organisation	Accountable for University-wide outcomes.	Establish, communicate, disseminate and create conditions to enable achievement of University's purpose and strategic objectives.	University's place in its environment five years and beyond; brand; value creation for the future; requisite capabilities; culture and transformation.
Leads Element	Accountable for the performance of a University Element, distinct unit or major function with responsibility for delivering components of the strategy.	Align function with broader purpose and strategic priorities and enable function to execute its defined contribution.	Strategic horizon of five years, involving all aspects of the Element's operation: performance, planning, outputs, capability, resourcing, alliances, culture.
Leads Leaders	Accountable for the performance of a number of different teams.	Clarify contribution to achievement of strategy from teams and ensure that leaders of those teams are effective and fit the culture.	Indirect leadership over a broader span of responsibility via leading managers of multiple teams; time and resource management challenges, and expansion of technical know-how.
All Leaders	Accountable for the performance and engagement of individuals in a team.	Ensure high engagement of team members by enabling their needs at work to be understood and met.	Recruitment, engagement and performance of individual direct reports throughout the organisation's performance cycle, and the dynamics of that team.

