



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

CREATE CHANGE

UQ Leadership Framework

April 2023

UQ's Leadership Framework

As a leader at UQ you are a role model for our values. Our leaders act with integrity and prioritise the development and growth of our people to ensure excellence for the long term.

UQ Leaders ACT:



Aspire

Enact UQ's vision,
anticipate change and
leverage innovation



Cultivate

Exemplify the UQ
values and develop
high performing teams
and positive culture



Transform

Deliver results that
make a difference
and create long term
value



Aspire

Enact UQ's vision, anticipate change and leverage innovation

1. Communicates a Vision

Develops and communicates a clear vision and direction for the future, aligned with UQ's vision, values and aspirations

2. Purposefully leads change and innovation

Remains agile and effectively manages change and unexpected disruption by finding innovative solutions





Cultivate

Exemplify the UQ values and develops high performing teams and positive culture

3. Exemplifies the UQ Values

Role models UQ values and demonstrates loyalty to the University

4. Develops high performing teams

Develops empowered and high performing teams, investing time, energy and resources into helping people achieve their potential

5. Builds positive culture

Creates respectful and constructive workplaces where people feel safe and valued, and addresses unacceptable behaviours





Transform

Deliver results that make a difference and create long term value

6. Leverages collaborative relationships

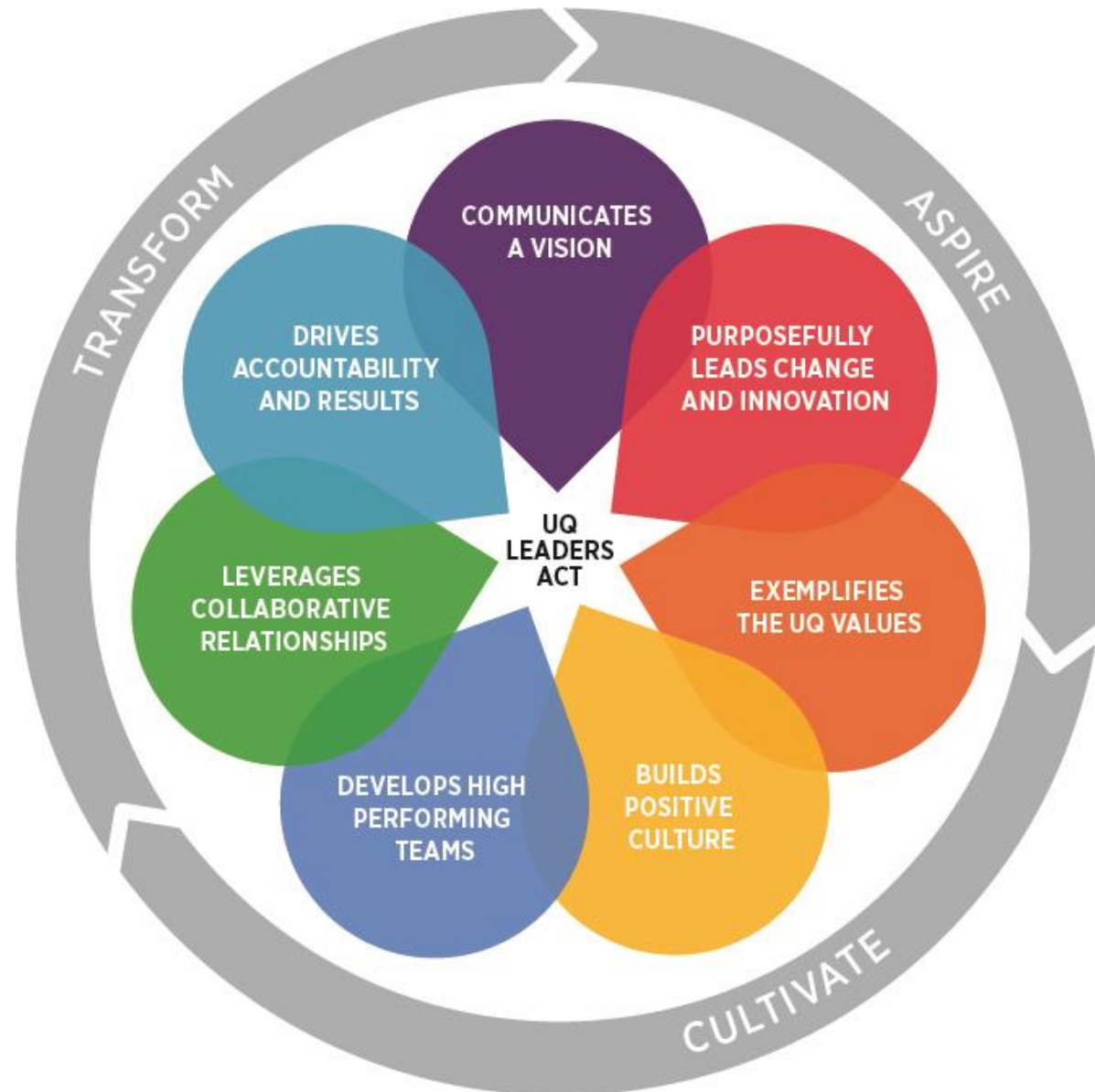
Identifies opportunities to collaborate and forges partnerships, embracing the ethos of One UQ

7. Drives accountability and results

Holds self and others accountable for delivering against objectives and is focused on creating long term value for UQ



The refreshed
Leadership Framework
articulates the core UQ
leadership capabilities.



The Leadership Framework is underpinned by 7 capabilities expected by all UQ leaders.

ASPIRE

COMMUNICATES A VISION

- Develops and communicates a clear vision and direction for the future, aligned with UQ's vision, values and aspirations
- Inspires and motivates others to achieve
- Translates higher strategy into meaningful objectives and outcomes
- Aligns teams and individuals in support of strategic objectives

PURPOSEFULLY LEADS CHANGE AND INNOVATION

- Agile and effectively manages change and unexpected disruption
- Finds innovative solutions
- Fosters a culture of creativity, resourcefulness and learning
- Identifies and capitalises on innovative ideas and practice

CULTIVATE

EXEMPLIFIES THE UQ VALUES

- Role models the highest ethical standards
- Uses UQ's values to guide actions, behaviors and decisions
- Demonstrates loyalty to the University, staff, colleagues and other leaders

DEVELOPS HIGH PERFORMING TEAMS

- Develops the empowered, inspired and high performing teams necessary to secure UQ's future
- Invests time, energy and resources into developing people and helping them to achieve their full potential

BUILDS POSITIVE CULTURE

- Creates respectful and constructive workplaces where people feel safe, included and valued
- Proactively calls out behaviors which are detrimental to building positive team culture

TRANSFORM

LEVERAGES COLLABORATIVE RELATIONSHIPS

- Identifies and capitalises on opportunities to connect and collaborate
- Forges partnerships in pursuit of strategic goals
- Collaborates with purpose
- Upholds the ethos of 'one UQ'

DRIVES ACCOUNTABILITY AND RESULTS

- Holds self and others accountable for delivering against agreed objectives
- Implements and upholds clear measures of success
- Results and outcomes orientated
- Delivers or exceeds agreed outcomes
- Focused on achieving outcomes that deliver genuine value to the University

Non-aligned 'red flag' leadership behaviours have also been articulated.

ASPIRE

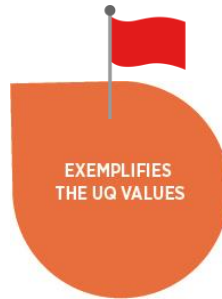


- Unable to articulate a clear vision for the future
- Works against strategic priorities
- Unable to inspire others towards achievement of objectives
- Short-term, limited focus
- Self-interested and myopic



- Openly or subversively resists, blocks and/or criticizes change efforts
- Strong attachment to traditional ways of working
- Fails to capitalise on or leverage innovation and learning
- Does not anticipate problems
- Criticizes without offering alternative options

CULTIVATE



- Does not embed values into everyday practice
- Low credibility with peers, staff and supervisors
- Unethical, dishonest
- Does not 'call out' behaviours that are not values-aligned
- Abuses power and authority



- Does not consider people development to be a leadership priority
- Avoids giving and receiving constructive feedback
- Unwilling to have difficult conversations or proactively address poor performance
- Poor team morale



- Problematic safety record or increased volume of incidents
- Poor or diminishing culture survey results (without explanation)
- Unexplained high staff turn-over/absenteeism
- Censures free speech and expression
- Uses non-inclusive practices and language

TRANSFORM



- Does not engage beyond own team
- Misses opportunities to collaborate/forgo partnerships
- Does not collaborate and/or engage in a purposeful way
- Ineffective communication and engagement style
- Alienates others



- Minimal demonstrable effort towards improving outcomes/results
- Does not hold self or others accountable
- Enduring poor performance
- Fails to deliver agreed outcomes (without reason)
- Attributes blame for poor performance to others
- Outcomes not aligned to strategic priorities

ASPIRE

Management Level	Communicates a Vision	Purposefully leads change and innovation
Level 1 LEADS SECTOR	Delivers an aspiring long-term vision and strategy	Drives transformational, organisational and sector change momentum
Level 2 LEADS UNIVERSITY	Defines vision-aligned strategic aspirations and measures of success	Inspires and drives an organisational culture of innovation
Level 3 LEADS PORTFOLIOS	Drives achievement of strategic aspirations through portfolio vision, multi-year plans and measures of success	Builds an organisational culture that embraces innovation and change
Level 4 LEADS FUNCTIONS	Translates vision and strategy into aspirational plans and measures of success	Identifies and leverages innovative practices and opportunities
Level 5 LEADS LEADERS OF TEAMS	Inspires team action in alignment with school/portfolio priorities	Positively enacts, communicates and influences change and innovation
Level 6 LEADS TEAM	Communicates team priorities and measures of success	Contextualises and supports change and innovative practices
Level 7 LEADS OTHERS	Ensures alignment with team priorities and measures of success	Encourages innovative practice and new ideas
Level 8 LEADS SELF	Understands and supports strategic objectives	Supports change

CULTIVATE

Management Level	Exemplifies the UQ values	Builds positive culture	Develops high performing teams
Level 1 LEADS SECTOR	Builds a values-based culture that safeguards the highest standards of behaviours	Drives a systemic approach to evaluating and enhancing organisational culture	Aligns talent strategies and frameworks with strategic objectives and UQ values
Level 2 LEADS UNIVERSITY	Incorporates the UQ values into strategic decision-making processes	Designs and delivers mechanisms for measuring and realigning organisational culture	Drives University-wide talent management and development strategies and frameworks
Level 3 LEADS PORTFOLIOS	Establishes and communicates clear expectations regarding values-aligned behaviours	Proactively monitors organisational culture, builds on strengths and addresses areas requiring improvement	Builds organisational capacity and capability
Level 4 LEADS FUNCTIONS	Incorporates values into plans, activities and measures of success	Incorporates organisational culture considerations and objectives into operational plans	Delivers context-relevant talent development mechanisms aligned with capability requirements
Level 5 LEADS LEADERS OF TEAMS	Identifies, encourages and acknowledges exemplary values-based behaviours	Proactively implements plans to monitor and enhance organisational culture	Implements and monitors talent management frameworks aligned with organisational aspirations
Level 6 LEADS TEAM	Exemplifies the UQ values and calls-out non-aligned behaviours	Instills a safe, respectful and inclusive organisational culture	Implements talent management processes aligned with team aspirations
Level 7 LEADS OTHERS	Role models the UQ values	Builds positive workplace culture and upholds the highest standards of safety	Supports the development of others
Level 8 LEADS SELF	Enacts the UQ values	Contributes to building a positive workplace culture	Develops own capabilities

TRANSFORM

Management Level	Leverages collaborative relationships	Drives accountability and results
Level 1 LEADS SECTOR	Drives sector-wide collaboration and represents University interests at a national and international level	Builds a results-orientated organisational culture with long-term measures of success
Level 2 LEADS UNIVERSITY	Forges strategic relationships, partnerships and collaborations in support of UQ objectives	Incorporates clear leadership accountabilities and required results into strategy, plans and performance frameworks
Level 3 LEADS PORTFOLIOS	Inculcates a 'one UQ' culture of collaboration, engagement and partnering	Establishes and communicates performance expectations in alignment with strategic objectives
Level 4 LEADS FUNCTIONS	Leverages opportunities to collaborate and form strategically important partnerships across and beyond UQ	Sets and achieves high performance expectations in alignment with strategic objectives
Level 5 LEADS LEADERS OF TEAMS	Develops new and strengthens existing collaborations and partnerships	Drives the achievement of performance expectations throughout their teams
Level 6 LEADS TEAM	Encourages cross-team collaboration and partnering	Drives self and others to exceed expected outcomes
Level 7 LEADS OTHERS	Communicates and collaborates with purpose	Encourages and supports others to exceed expected outcomes
Level 8 LEADS SELF	Collaborates effectively	Ensures planned objectives and expectations are met