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
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 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
- 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**

- 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 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
- 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**

- 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'
- 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

**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

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

**COMMUNICATES A VISION**
- 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

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

**EXEMPLARY THE 10 VALUES**
- 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

**LEVERAGES COLLABORATIVE RELATIONSHIPS**
- 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

**PURPOSEFULLY LEADS CHANGE AND INNOVATION**
- Misses opportunities to collaborate/forge partnerships
- Does not collaborate and/or engage in a purposeful way
- Ineffective communication and engagement style
- Alienates others

**BUILDS POSITIVE CULTURE**
- 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

**DRIVES ACCOUNTABILITY AND RESULTS**
- 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

**ASPIRE**
- 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

**CULTIVATE**
- 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

**TRANSFORM**
- Vicious safety record or increased volume of incidents
- Poor or diminishing culture survey results (without explanation)
- Unexplained high staff turnover/absenteeism
- Censures free speech and expression
- Uses non-inclusive practices and language
<table>
<thead>
<tr>
<th>Management Level</th>
<th>Communicates a Vision</th>
<th>Purposefully leads change and innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>LEADS SECTOR</td>
<td>Delivers an aspiring long-term vision and strategy</td>
</tr>
<tr>
<td>Level 2</td>
<td>LEADS UNIVERSITY</td>
<td>Defines vision-aligned strategic aspirations and measures of success</td>
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<tr>
<td>Level 3</td>
<td>LEADS PORTFOLIOS</td>
<td>Drives achievement of strategic aspirations through portfolio vision, multi-year plans and measures of success</td>
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<tr>
<td>Level 4</td>
<td>LEADS FUNCTIONS</td>
<td>Translates vision and strategy into aspirational plans and measures of success</td>
</tr>
<tr>
<td>Level 5</td>
<td>LEADS LEADERS OF TEAMS</td>
<td>Inspires team action in alignment with school/portfolio priorities</td>
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<tr>
<td>Level 6</td>
<td>LEADS TEAM</td>
<td>Communicates team priorities and measures of success</td>
</tr>
<tr>
<td>Level 7</td>
<td>LEADS OTHERS</td>
<td>Ensures alignment with team priorities and measures of success</td>
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<tr>
<td>Level 8</td>
<td>LEADS SELF</td>
<td>Understands and supports strategic objectives</td>
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<tr>
<td>Management Level</td>
<td>Exemplifies the UQ values</td>
<td>Builds positive culture</td>
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<tr>
<td><strong>Level 1</strong></td>
<td><strong>LEADS SECTOR</strong></td>
<td><strong>Builds a values-based culture that safeguards the highest standards of behaviours</strong></td>
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<td></td>
<td><strong>Designs and delivers mechanisms for measuring and realigning organisational culture</strong></td>
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<tr>
<td><strong>Level 2</strong></td>
<td><strong>LEADS UNIVERSITY</strong></td>
<td><strong>Incorporates the UQ values into strategic decision-making processes</strong></td>
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<td></td>
<td></td>
<td><strong>Proactively monitors organisational culture, builds on strengths and addresses areas requiring improvement</strong></td>
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<td><strong>Level 3</strong></td>
<td><strong>LEADS PORTFOLIOS</strong></td>
<td><strong>Establishes and communicates clear expectations regarding values-aligned behaviours</strong></td>
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<tr>
<td><strong>Level 4</strong></td>
<td><strong>LEADS FUNCTIONS</strong></td>
<td><strong>Incorporates values into plans, activities and measures of success</strong></td>
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<td></td>
<td><strong>Incorporates organisational culture considerations and objectives into operational plans</strong></td>
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<tr>
<td><strong>Level 5</strong></td>
<td><strong>LEADS LEADERS OF TEAMS</strong></td>
<td><strong>Identifies, encourages and acknowledges exemplary values-based behaviours</strong></td>
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<td><strong>Proactively implements plans to monitor and enhance organisational culture</strong></td>
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<td><strong>Level 6</strong></td>
<td><strong>LEADS TEAM</strong></td>
<td><strong>Exemplifies the UQ values and calls-out non-aligned behaviours</strong></td>
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<td></td>
<td><strong>Instills a safe, respectful and inclusive organisational culture</strong></td>
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<td><strong>Level 7</strong></td>
<td><strong>LEADS OTHERS</strong></td>
<td><strong>Role models the UQ values</strong></td>
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<td></td>
<td><strong>Builds positive workplace culture and upholds the highest standards of safety</strong></td>
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<td><strong>Level 8</strong></td>
<td><strong>LEADS SELF</strong></td>
<td><strong>Enacts the UQ values</strong></td>
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<td>Management Level</td>
<td>Leverages collaborative relationships</td>
<td>Drives accountability and results</td>
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<td>Level 1 LEADS SECTOR</td>
<td>Drives sector-wide collaboration and represents University interests at a national and international level</td>
<td>Builds a results-orientated organisational culture with long-term measures of success</td>
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<tr>
<td>Level 2 LEADS UNIVERSITY</td>
<td>Forges strategic relationships, partnerships and collaborations in support of UQ objectives</td>
<td>Incorporates clear leadership accountabilities and required results into strategy, plans and performance frameworks</td>
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<tr>
<td>Level 3 LEADS PORTFOLIOS</td>
<td>Inculcates a ‘one UQ’ culture of collaboration, engagement and partnering</td>
<td>Establishes and communicates performance expectations in alignment with strategic objectives</td>
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<tr>
<td>Level 4 LEADS FUNCTIONS</td>
<td>Leverages opportunities to collaborate and form strategically important partnerships across and beyond UQ</td>
<td>Sets and achieves high performance expectations in alignment with strategic objectives</td>
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<td>Level 5 LEADS LEADERS OF TEAMS</td>
<td>Develops new and strengthens existing collaborations and partnerships</td>
<td>Drives the achievement of performance expectations throughout their teams</td>
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<tr>
<td>Level 6 LEADS TEAM</td>
<td>Encourages cross-team collaboration and partnering</td>
<td>Drives self and others to exceed expected outcomes</td>
</tr>
<tr>
<td>Level 7 LEADS OTHERS</td>
<td>Communicates and collaborates with purpose</td>
<td>Encourages and supports others to exceed expected outcomes</td>
</tr>
<tr>
<td>Level 8 LEADS SELF</td>
<td>Collaborates effectively</td>
<td>Ensures planned objectives and expectations are met</td>
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