Cambridge Leadership Attributes Framework

# Cluster 1 - Achieving excellence in performance

## Strategy and direction

* Creates and communicates vision
* Develops strategies to achieve organisational goals within the governance structure
* Identifies external threats and opportunities and adapts strategy to changing conditions
* Sets clear objectives and establishes priorities

## Decision making and delivering results

* Understands what needs to be done and displays drive to achieve outcomes through goal setting for continuous improvement
* Understands how to introduce performance measurements to align with strategic objectives
* Takes calculated risks to decisions, effectively utilising financial and statistical data appropriately

## Commitment

* Driven to achieve results through personal diligence and loyalty
* Adopts a positive and optimistic outlook and is proactive
* Is aligned with university governance, its culture and values rather than solely individual agendas

# Cluster 2 - Managing in an environment of change

## Financial acumen

* Demonstrates comprehensive understanding of the application of financial, accounting, and economic concepts to the budgeting and resource allocation process of the university
* Makes well-informed and timely financial decisions with an understanding of the consequences and impact on the organisation

## Creativity and innovation

* Meets challenges with resourcefulness, generates suggestions for improving work and develops innovative approaches and ideas
* The ability to act with imagination, displaying original thinking and creativity

## Risk and opportunity

* Assesses and manages risks and measure impact on organisation;
* Takes calculated risks to enhance results;
* Manages in an environment of uncertainty;
* Identifies and takes advantage of opportunities in new and insightful ways

## Philanthropy

* Establishes successful relationships with donors and ensures that they feel an integral part of the collegial University
* Works in partnership with internal stakeholders to progress the collegial University’s development agenda
* Engages, enthuses and inspires confidence in those who support University activities

# Cluster 3 - Personal leadership

## Communication

* Expression of facts and ideas in a clear and concise manner using a variety of settings and styles to clearly convey ideas and information of varying complexity, taking into account the varying needs and interests of the audience

## Influence and negotiation

* Secures the involvement and engagement of others, both within and external to the organisation
* Effectively manages conflict to reconcile divergent interests and objectives

## Valuing diversity

* Respects that individuals are different and harnesses this diversity for the achievement of organisational goals and plans
* Advocates and demonstrates inclusiveness of ideas and people

# Cluster 4 - Engaging and developing others

## Relationship building

* Builds and leverages mutually beneficial relationships and networks, both internal and external, which generate opportunities for the organisation
* Successfully builds and manages partnerships and alliances

## Teamwork

* Actively engages and supports teams and teamwork
* Gains and gives trust, support, cooperation and respect for others
* Focuses team building on high performance
* Creates synergies across units/departments

## Develop people and mentorship

* Supports and facilitates the development of self and others to help each individual reach their full potential
* Give and receive constructive feedback for improved personal and organisational performance