The Framework identifies seven key capabilities for leadership in the UQ context, which can be displayed by formal and informal leaders at all levels and in all areas across the University.

Each capability is supported by a description, exemplars that describe how the capability could be demonstrated, and ideas for developing that capability.

The exemplars are not exhaustive—there are many more ways that leaders can demonstrate the capabilities, and we encourage leaders at all levels to explore how they can enact them within their own contexts.

The leadership capabilities

A UQ Leader:

- **Values people & builds culture**: Leaders create a positive, constructive workplace where people feel connected and valued
- **Thinks & works strategically**: Leaders create and communicate a clear direction for the future, aligned with the University’s vision
- **Achieves results & drives accountability**: Leaders ensure engagement and performance, and motivate and empower others to achieve results
- **Fosters learning, inquiry & innovation**: Leaders nurture an environment that allows for multiple perspectives and challenges assumptions, and model openness to new ideas
- **Communicates & collaborates with influence**: Leaders engage others in open and honest dialogue about important issues and actively seek common interests and goals
- **Purposefully leads change**: Leaders initiate and lead change and improvement agendas, modelling behaviour which embraces innovation and change
- **Exemplifies personal credibility & integrity**: Leaders strive for personal achievement and are visibly proactive and ethical in their dealings with others
The UQ Leadership Survey is a 360-degree feedback tool designed to support the UQ Leadership Framework. The survey enables leaders to gather information about the perceptions of colleagues, team members, managers and other stakeholders in relation to their leadership behaviour. This information provides the basis for ongoing development by enabling leaders to understand the impact of their leadership behaviour on others, capitalise on strengths, and continue to grow where needed.

**Preparation**
- Briefing session: become familiar with survey
- Identify aim for survey
- Select respondents
- Survey set-up (survey organiser to complete)

**Survey**
- Respond to survey online via link in invitation email
- Manager responses and self-ratings are not anonymous; all other ratings will be aggregated to protect anonymity

**Debrief & Development**
- Debrief session: review report
- Coaching: Develop action & development plan
- Share action plan with manager; share summary with team
- Take action as agreed
- Review and follow up
- Repeat 360 regularly

**What do I need to do now?**
- Consider what you want to achieve from the survey
- Review the capabilities and exemplars of the UQ Leadership Framework
- Contact the Organisational Development team to discuss your needs or any further questions: uqleadership@uq.edu.au

http://www.hr.uq.edu.au/leadership