



LEADERSHIP AND MANAGEMENT CAPABILITIES FOR PROFESSIONAL STAFF

Introduction

As we work together to build a distinctive, internationally competitive institution, strengthening University-wide leadership has become paramount. To help us establish some clear goals and a shared vision, we have developed a new statement of what UniSA considers critical leadership and management attributes and capabilities for its professional staff.

Management is generally understood as an organizational process that includes strategic planning, setting objectives, managing resources, deploying the human and financial assets needed to achieve objectives, and measuring results. *Leadership* has a range of definitions, but at its simplest it is concerned with the ability to influence group members so as to help achieve a set of goals. For the purposes of this exercise we have sought to blend the two concepts; good management requires a mix of technical competencies (planning, managing resources), *as well as* social skills and self awareness that are more closely linked with ideas of leadership.

Our statement takes the form of an Individual Leadership and Management Capabilities matrix which is set out in two tables. Table 1 outlines some personal characteristics or attributes that are often associated with effective leadership. These characteristics are a mix of personal competencies (self awareness, self regulation and motivation) and social skills (how we handle relationships and inspire and guide individuals and groups). Table 2 takes this analysis a step further and suggests a range of personal attributes or characteristics that might be associated with seven key leadership capabilities of importance to this University:

- *A strategic focus*
- *An ability to communicate effectively*
- *A commitment to developing people and building capability*
- *Working innovatively*
- *Engaging in and fostering learning*
- *Managing resources effectively*
- *Accountability.*

The purpose of this document is two-fold; as a guide to staff seeking to develop their leadership and management skills and talents and as an aid to managers who are engaged in recruitment, performance management, staff development and promotion of people to leading positions within the organisation.

Competencies, capabilities and attributes

In reading this, it is worth noting that the Australian National Training Authority (ANTA) defined the difference between competencies, attributes and capabilities as follows:

- a competency is the specific knowledge, skills, abilities and behaviour applied within an occupation or industry to the standard required in employment
- attributes relate to the values and traits that belong to an individual
- a capability relates to the capacity of an individual or organisation to achieve its mission or goals.



Personal attributes of leadership

- Goal oriented - focuses on achievement and success
- An objective and informed decision-maker
- Clear and decisive - willing to take difficult decisions and calculated risks
- Reflects on self and takes responsibility for his/her own actions
- Creates a focus or agenda based on a vision for the future
- Develops credibility with others by acting ethically, with integrity and discretion
- Consultative - influences other people through positive interactions and negotiations
- Listens openly and pays close attention to group dynamics
- Respectful and understanding of different cultural perspectives
- Values and promotes learning - undertakes regular personal professional development and provides opportunities for others to develop professionally and personally
- Works across boundaries - builds networks and strategic external partnerships that further organisational goals
- Adapts to change - understands the ideas and practices that guide organisational change
- Takes initiative and focuses on both process and outcomes in making change
- Facilitates development and discussion of options for innovation and creativity
- Mediates conflict and works towards resolution
- Analyses and synthesises information to inform decisions
- Plans for the future, prioritises actions, manages time
- Understands the broader context within which the organisation and work area operates
- Understands the need to blend work and life effectively and to provide an appropriate example for others
- Has the requisite discipline and/or functional knowledge and experience required of their position
- Celebrates success



Leadership Capability	Defined as	Can be demonstrated by
Strategic focus	Understanding the purpose and goals of UniSA in the context of the broader higher education system and global environment; maintaining awareness of external and internal forces that can impact on the university; and focussing and directing activities to support UniSA's goals.	<ul style="list-style-type: none"> • Modelling and promoting the distinctive nature and values of UniSA and its corporate image • Building and maintaining strong partnerships internally and externally; inspiring workforce and external clients/stakeholders; and including the needs and expectations of stakeholders in the preparation of strategic plans • Understanding the role of the University in relation to international context (the market, political, social and economic dynamics) and implementing appropriate planning • Defining and promoting the strategic plan and strategic activities and their corresponding organisational goals/strategies across the University • Inviting opportunities for purposeful change and consulting and engaging with appropriate members of the workforce in planning for the future • Developing strategies to transform the organisational culture in response to emerging challenges while understanding interrelationships of issues and competing priorities • Setting priorities and clear directions for the future, and evaluating actions thereby enabling team members to understand and commit to the University's vision and purpose • Positioning UniSA in the market



Leadership Capability	Defined as	Can be demonstrated by
Communicating effectively	Achieving goals and objectives through the use of appropriate unambiguous language and methodology.	<ul style="list-style-type: none">• Making decisions in an open and transparent way, keeping people informed and providing rationales for decisions• Communicating across professional boundaries and developing partnerships• Using appropriate communication methods and technologies and modelling effective communication (interpersonal/ written/ visual) within UniSA and externally• Building shared understanding and interacting ethically and respectfully with others• Valuing all employee contributions to UniSA's goals• Giving and receiving feedback• Identifying possible areas of conflict and mediating conflict resolution



Leadership capability	Defined as	Can be demonstrated by
Developing people and building capability	Achieving goals and objectives through developing and maintaining a motivated and effective team.	<ul style="list-style-type: none"> • Understanding the duties and responsibilities and connections between diverse roles and functions within the organisation • Motivating others and enabling them to reflect and take action, and participate in and influence the organisation • Confident delegation of authority and responsibility to members of the team • Acknowledging the achievements of others • Modelling collaborative behaviour, and encouraging collaboration as a key element of the organisational culture • Engaging staff and clients and stakeholders in development, planning and evaluation • Engaging in effective performance management, facilitating workforce development and providing opportunities for professional development • Affirming cultural diversity in the workplace • Building teams and structures to sustain team approaches, facilitating coaching/mentoring and delegating appropriate responsibilities • Promoting collaborative goal setting within the organisation • Developing and sustaining a culture of wellbeing in the workplace and actively supporting work-life balance



Leadership Capability	Defined as	Can be demonstrated by
Working innovatively	Actively seeking alternative improved approaches to achieving the university's goals and objectives.	<ul style="list-style-type: none">• Developing wide perspectives and diversity of ideas, people and approaches• Recognising the role of UniSA in professional, industry and political contexts and developing strategic partnerships with a range of professional, business and community clients and stakeholders• Identifying and promoting the skills of the workforce in initiating external partnerships• Developing a corporate culture of innovation, fostering diversity and creativity and valuing different thinking styles• Assessing stakeholder needs and responding appropriately• Keeping abreast of leading edge ideas and forecasting and responding to future trends• Recognising and exploring synergies• Using innovative and creative approaches to standard operational issues, e.g. marketing core business• Implementing and securing support for new ideas and techniques while understanding and managing risk



Leadership Capability	Defined as	Can be demonstrated by
Engaging in and fostering learning	Modelling a personal and professional development regime that benefits both the individual and the organisation and provides a role model for others	<ul style="list-style-type: none">• Demonstrating personal awareness and being open to change/self appraisal and reflection• Maintaining and developing professional knowledge, keeping up to date with the literature on leadership and management, and engaging in regular professional development• Knows organisational culture and its relationship to the external context• Using analysis and problem solving to stimulate others to reflect on and improve their professional practice• Treating mistakes and failure as an opportunity to learn• Modelling effective use of new technologies to obtain and manage information• Promotes active commitment to improving services through data gathering, analysis and ongoing reflection of the group's professional practice and using a shared approach to development and implementation of policy



Leadership Capability	Defined as	Can be demonstrated by
Managing resources effectively	Maximising the potential of all available resources to meet the university's goals and objectives	<ul style="list-style-type: none">• Allocates resources to programs and activities to improve organisational performance• Seeks collaborative gains, economies of scale• Evaluates and manages resources in relation to priorities and new directions in the organisation• Understands assets/finances/budget limitations and opportunities• Implements human resource planning and development• Introduces appropriate technology• Understands educational, legal and corporate requirements of resource management• Reviews processes and procedures to identify inefficiencies and waste• In strategic planning, evaluates use of organisational resources• Monitors and reviews performance against risk management plan



Leadership Capability	Defined as	Can be demonstrated by
Accountability	Meeting all internal and external statutory and corporate requirements relevant to the leadership role.	<ul style="list-style-type: none">• Ensuring appropriate controls in place for policies, procedures and legislative requirements• Undertaking risk management and risk assessment and ensuring risk, and responsibility for risk management is understood by staff• Setting achievable high standards of performance for him/herself and others and establishing, monitoring and evaluating those performance standards• Reviewing outcomes regularly to inform workforce and stakeholders• Complying with relevant legislative requirements and funding requirements• Measures against relevant national and international benchmarks• Achieving results in area of responsibility