

Cambridge Leadership Attributes Framework

Cluster 1 - Achieving Excellence in Performance			
Strategy and Direction	Decision Making and Delivering Results	Commitment	
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	Creativity and Innovation	Risk and Opportunity	Philanthropy
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	Influence and Negotiation	Valuing Diversity	
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Secures the involvement and engagement of others, both within and external to the organisation Effectively manages conflict to reconcile divergent interests and objectives 	<ul style="list-style-type: none"> 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	Teamwork	Develop people and Mentorship	
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	