Cambridge Leadership Attributes Framework

### Cluster 1 - Achieving Excellence in Performance

<table>
<thead>
<tr>
<th>Strategy and Direction</th>
<th>Decision Making and Delivering Results</th>
<th>Commitment</th>
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</table>
| • 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 | • 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 | • 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

<table>
<thead>
<tr>
<th>Financial Acumen</th>
<th>Creativity and Innovation</th>
<th>Risk and Opportunity</th>
<th>Philanthropy</th>
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</table>
| • 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 | • 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 | • 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 | • 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

<table>
<thead>
<tr>
<th>Communication</th>
<th>Influence and Negotiation</th>
<th>Valuing Diversity</th>
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| • 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 | • Secures the involvement and engagement of others, both within and external to the organisation  
  • Effectively manages conflict to reconcile divergent interests and objectives | • 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

<table>
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<tr>
<th>Relationship Building</th>
<th>Teamwork</th>
<th>Develop people and Mentorship</th>
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| • 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 | • 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 | • 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 |