
Leader Capability Framework





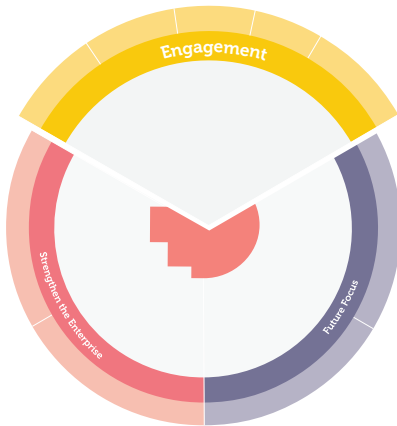
Leadership capabilities are the behaviours that define great leadership at RMIT and that will drive the achievement of our Ready for Life and Work strategy. The descriptions used here are aligned to the three RMIT leadership profiles:

- **Executive Leader:** Responsible for the direction, management and leadership of colleges/portfolios, schools or major functions
- **Senior Leader:** Turns strategy into action and implements University goals and priorities
- **Operating Leader:** Operationalises the University strategy to prioritise and deliver work



Engagement

Leads our people to deliver results and role model the University values and leadership capabilities



Customer Focus:

Leader level and demonstration of capability:

- **Operating Leader** – Apply understanding of student/customer needs to ensure daily work improves their experience
- **Senior Leader** – Ensure self and team understand current and future student/customer and industry needs and design products/ services that positively impact them
- **Executive Leader** – Create a student/customer centric culture and hold self and others to account for excellent student/customer outcomes



Engagement (cont.)

Collaboration:

Leader level and demonstration of capability:

- **Operating Leader** – Collaborate across teams and work in partnership with stakeholders
- **Senior Leader** – Well networked to create new opportunities for partnerships across the University and with industry
- **Executive Leader** – Use relationships and networks to drive collaboration and partnerships with high profile industry organisations and large scale University projects

Building Talent:

Leader level and demonstration of capability:

- **Operating Leader** – Coach and develop others to ensure team members reach their potential
- **Senior Leader** – Passionate about promoting diversity and inclusion and actively coach and mentor others
- **Executive Leader** – Create a culture of high performance that encourages inclusion and continuous development of self and others



Inspirational:

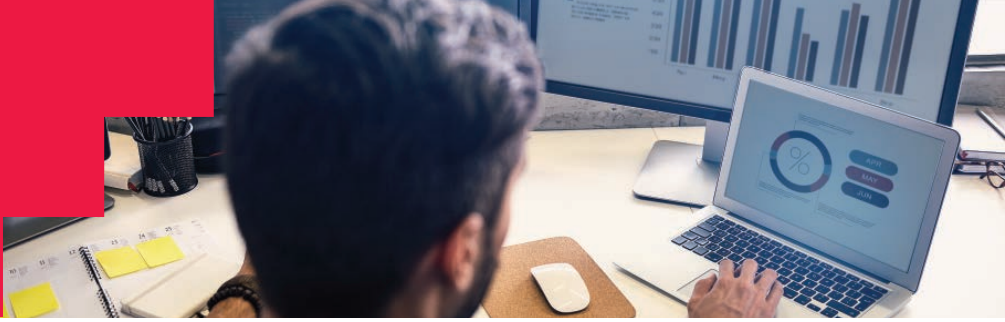
Leader level and demonstration of capability:

- **Operating Leader** – Drive impact and encourage others through passion and purpose
- **Senior Leader** – Role model organisational values and inspire others to be the best they can be
- **Executive Leader** – Inspire people to follow the organisational vision by creating energy and impact that motivates staff to achieve

Influence:

Leader level and demonstration of capability:

- **Operating Leader** – Build and draw upon University-wide networks to achieve results
- **Senior Leader** – Build internal and external networks and leverage off them to gain support and commitment to outcomes for local team
- **Executive Leader** – Persuade and influence internal and external stakeholders through collaboration to gain support for University outcomes



Strengthen the Enterprise

Delivers on the University strategic plan, fostering a customer centric culture and future proofing the University

Commercial Acumen:

Leader level and demonstration of capability:

- **Operating Leader** – Make sound business decisions for their local team
- **Senior Leader** – Take a University-wide view to seek the best return for investment allocated

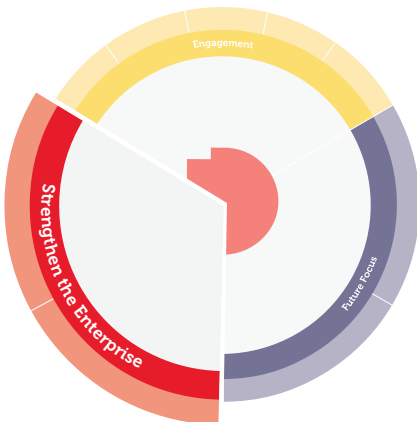
- **Executive Leader** – Scan the external environment for emerging trends and perspectives to stay attuned to market needs and allocate funds efficiently

Capability:

Execution: Ensure delivery of results through leaders and hold them to account for outcomes

Leader level and demonstration of capability:

- **Operating Leader** – Drive delivery and implementation
- **Senior Leader** – Inspire others to achieve goals and hold them to account
- **Executive Leader** – Ensure delivery of results through leaders and hold them to account for outcomes





Future Focus

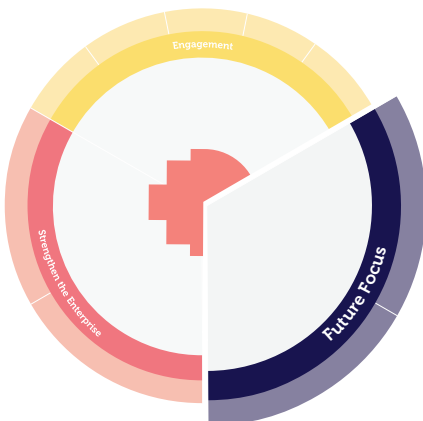
Leads strategically with conviction placing the future of RMIT at the forefront

Driving change and innovation:

Leader level and demonstration of capability:

- **Operating Leader** – Constantly look for ways to improve practices and try new things

- **Senior Leader** – Experiment with new ideas, learn from failure and challenge teams to continuously improve products/services
- **Executive Leader** – Provoke and challenge the University to drive innovation and push the boundaries of what is possible



Direction:

Leader level and demonstration of capability:

- **Operating Leader** – Provide short and mid-term direction to individuals to guide their day-to-day work
- **Senior Leader** – Translate overall strategic direction into local action
- **Executive Leader** – Be bold and courageous in setting direction

Background

RMIT's three capability development frameworks – for educators and researchers, professional staff and leaders – define the skills you need to ensure you're working effectively in your current role, as well as building your career and continually enhancing your contribution to RMIT.

The frameworks give us a common language for the knowledge, skills and abilities that will set you up for success, and that we need in order to achieve our teaching, research and industry goals together. You'll see them in activities such as recruitment, performance and career planning, and professional development.

Within each framework, there are a number of 'domains' which include up to five related capabilities. Use this booklet or the interactive tool online to explore all three frameworks in more detail.

The framework/s you use and the capabilities you focus on will depend on your role, and your responsibilities at any point in time. The frameworks are designed to be flexible rather than prescriptive, so use them to guide your thinking, planning and discussions.

Our Values

- › Passion
- › Impact
- › Inclusion
- › Agility
- › Courage
- › Imagination

For more information and support with using the frameworks, please visit:

rmit.edu.au/staff/capability-development-frameworks

For more information about Leadership at RMIT, see:

rmit.edu.au/staff/leadership-framework

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