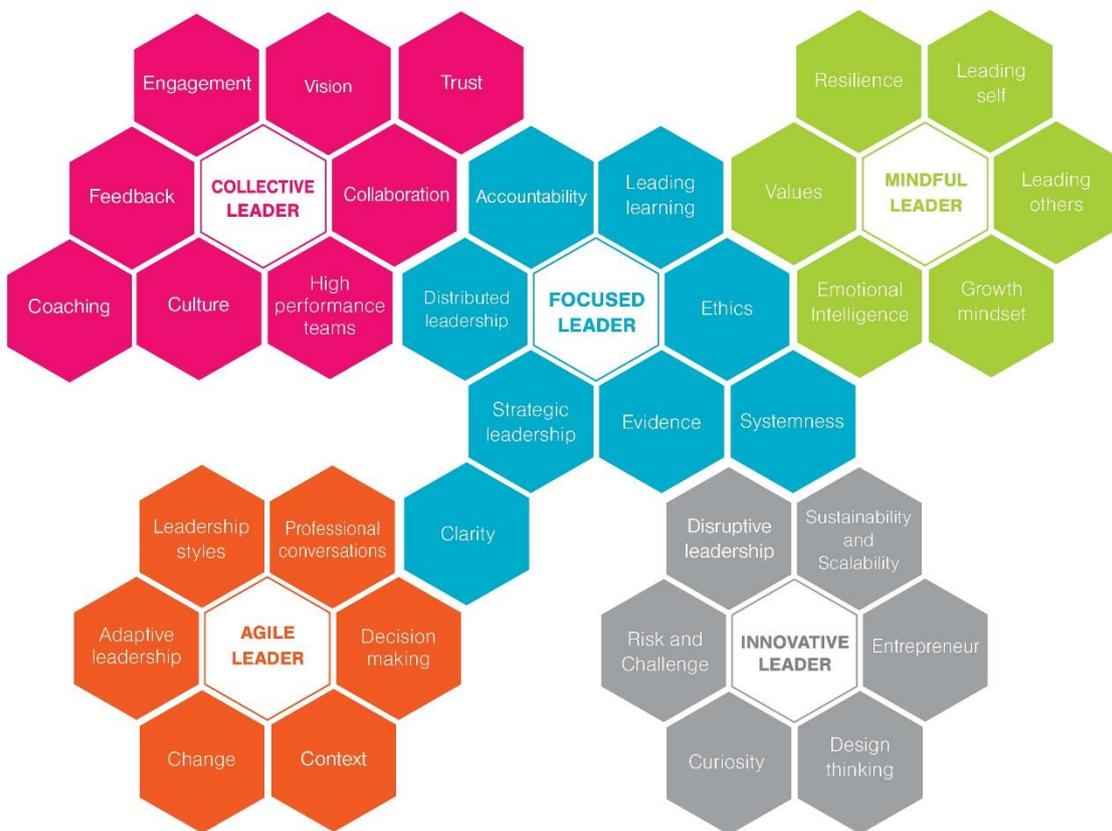


QELi Leadership Framework

UNPACKED





COLLECTIVE LEADER

A Collective Leader influences the organisation, community and beyond, through clear communication, coaching and mentoring, collaboration and a strong collective vision.

ENGAGEMENT: To communicate a persuasive vision and connect with people, within and beyond the immediate professional context, to gain their psychological investment.

VISION: To co-construct an inspiring vision to gain a commitment to sustained improvement aligned to the values of the organisation, with agreed priorities for achieving it.

TRUST: Through an awareness of adult behaviour and the use of empathy and influence, for example, to build an environment where colleagues feel comfortable to build their skills.

COLLABORATION: To establish a culture of collective capability to accelerate organisational improvement and innovation within the workplace.

FEEDBACK: To promote various forms of feedback for individual and collective improvement.

CULTURE: To enable a positive culture of challenge and support, with effective skills building and professional development.

HIGH PERFORMANCE TEAMS: To develop collective efficacy to motivate and sustain the creation of a self-improving organisation.

COACHING: To improve feedback for individual improvement through a coaching process.

Collective Leader unpacked



COLLECTIVE LEADER - A collective leader influences the organisation, community and beyond, through clear communication, coaching and mentoring, collaboration and a strong collective vision.

ENGAGEMENT: Organisations “that are highly engaged have one thing in common: They have highly engaged leadership at all levels of the organisation and a strong base of employees who feel a sense of pride and belonging to their workplace and in their role”. (Moore, 2016¹) More than simply satisfaction, employee engagement is a positive connection to the work employees do and a belief in the goals, purpose, and mission of that work. Employees want to feel pride, satisfaction, recognition, and support, but more than that, they want to believe that their work matters, that they contribute, and that it resonates with their values.

VISION: A visionary leader is an individual who sees the potential for how the world should exist and then takes steps to get there. They can see beyond the ambiguity and challenges of today to an empowering picture of tomorrow and in so doing, inspire their organisation to rally around a shared vision. Fuelled by inspirations and freedom to determine the best path to actualising this vision, the organisation charts its course to this new future.

TRUST: “Among all the attributes of the greatest leaders of our time, one stands above the rest: They are all highly trusted. You can have a compelling vision, rock-solid strategy, excellent communication skills, innovative insight, and a skilled team, but if people don’t trust you, you will never get the results you want. Leaders who inspire trust garner better output, morale, retention, innovation, loyalty, and revenue, while mistrust fosters scepticism, frustration, low productivity, and turnover. Trust affects a leader’s impact and ultimately the outcomes for all”. (Horsager, 2012²)

COLLABORATION: Collaborative leadership is the process of engaging collective intelligence to deliver results across organisational boundaries when ordinary mechanisms of control are absent. “It’s grounded in a belief that all of us

together can be smarter, more creative, and more competent than any of us alone, especially when it comes to addressing the kinds of novel, complex, and multifaceted problems that organisations face today. It calls on leaders to use the power of influence rather than positional authority to engage and align people, focus their teams, sustain momentum, and perform. Success depends on creating an environment of trust, mutual respect, and shared aspiration in which all can contribute fully and openly to achieving collective goals. Leaders must thus focus on relationships as well as results, and the medium through which they operate is high-quality conversation.” (Hurley, 2011³)

FEEDBACK: Today’s world demands that organisations leaders have the ability to assist their staff to adapt to the constant changes in curriculum, pedagogy, technology and other workplace practices. Feedback “helps people get on track and serves as a guide to assist people to know how they and others perceive their performance. Feedback can also be highly motivating and energising. It has strong links to employee satisfaction and productivity. People like to feel involved and identified with their organisation. Effective leaders have good listening and emotional awareness – they understand the impact that their behaviour has on others.” (Kennedy & McGarthy, 2013⁴)

CULTURE: Climate and culture have a profound impact on staff performance. Leadership has a profound impact on climate and culture. If the leadership possibilities are exponential, then so are the promises of happy people and success. Climate equals morale. Culture, on the other hand, is what you can get people to do. When people believe in themselves, they will achieve more than they thought possible.

HIGH PERFORMANCE TEAMS: The role of leaders includes developing collective efficacy to motivate and sustain the creation of a self-improving organisation. High Performing Teams are integral to self-improvement. A high performing team is a group of people who share a common vision, goals, metrics and who collaborate, challenge and hold each other accountable to achieve outstanding results.

COACHING: Coaching is a one-to-one or perhaps group service designed to bring about more effective, healthier organisations. As people respond to coaching and apply their newfound skills and techniques to other people in the organisation, improved interaction cascades down. In organisations, a variety of coaching models (affiliative, instructional and didactic) enable leaders to offer support based on contextual needs.



FOCUSED LEADER

A Focused Leader promotes commitment and accountability within a data and evidence based, sustainable and aligned framework.

ETHICS: To behave professionally with integrity underpinned by moral purpose to raise the aspirations of all.

SYSTEMNESS: To provide coherence through developing and managing systems, resources and processes for a well-run organisation.

EVIDENCE: To use multiple sources of data to monitor, measure and analyse performance, evaluate impact, and refine professional judgement and decision making.

ACCOUNTABILITY: To build commitment and integrity to further continuous improvement whilst keeping a sharp focus on the impact on client outcomes.

STRATEGIC LEADERSHIP: To clarify the detail around how systems and procedures work, monitor delivery and align resources.

CLARITY: To provide direction and confidence through co-constructing goals for improvement and gaining the support of staff.

DISTRIBUTED LEADERSHIP: To maximise the impact of the expertise available and empowering others to develop knowledge across the organisation.

LEADING LEARNING: To ensure the necessary structure, processes and resources are in place to enable more employees to work like the best.

Focused Leader Unpacked



FOCUSED LEADER - A focused leader promotes commitment and accountability within a data and evidence based, sustainable and aligned framework.

ETHICS: “Ethical leaders are constantly engaged and apply their skills across all of their work and non-work roles; organisations, families, community organisations and society. A true or authentic leader works with others in the pursuit of values based goals in all spheres of their life. Ethical leaders use a range of mechanisms to engage and influence people. These mechanisms include what the leader says and does plus the systems, processes and culture that he or she is responsible for. Ethical leaders are good communicators and good role models. They must also ensure that the systems and processes they manage are not prone to moral hazard and that they build cultures that encourage and support ethical actions by others. Leadership includes responsibility for the behaviours of others and the mechanisms that influence those behaviours.” (Balu & Singh, 2017)⁵

SYSTEMNESS: To provide coherence through developing and managing systems, resources and processes for a well-run organisation. By implementing systemness and organisation networks leaders ensure that stakeholders have the same experience and get the same high-quality service.

EVIDENCE: Evidence-based leadership refers to the processes and practices of using 'best evidence' and 'hard facts' about the current situation; what tends to work, what doesn't, and includes how to make evidence-based decisions. It includes use of multiple sources of data to monitor measure and analyse performance, evaluate impact, and refine professional judgement and decision-making.

ACCOUNTABILITY: “When leaders take personal accountability, they are willing to answer for the outcomes of their choices, their behaviours, and their actions in all situations in which they are involved. Accountable leaders do not blame others when things go topsy-turvy.” (Loew, 2014)⁶ An accountable leader takes responsibility.

STRATEGIC LEADERSHIP: “Strategic leadership refers to a leader’s potential to express a strategic vision for the organisation, or a part of the organisation, and to motivate and persuade others to acquire that vision. It can also be defined as utilising strategy in the management of employees.” (Nyausaru, 2014)⁷ Strategic leaders are able to think strategically and navigate the unknown effectively. They are able to anticipate, challenge, interpret, decide, align, and learn.

CLARITY: To provide organisational direction and confidence through co-constructing goals for improvement and gaining the support of staff. Clarity defines focus and success. Leaders “need to put clarity into the bigger picture to unleash the drive within each team member to achieve their own personal success in the vision. They need to take their time, focus on putting the right people in the right jobs and build their vision with clear purpose.” (Olney, 2013)⁸

DISTRIBUTED LEADERSHIP: “Distributed leadership is primarily concerned with the practice of leadership rather than specific leadership roles or responsibilities.” (Harris, 2014)⁹ “Great leadership is at the heart of every high-quality organisation. Within organisations, leadership is most effective when it is distributed among a team of individuals with different skillsets and experiences by a shared mission to spark and sustain an organisation-wide culture of understanding and improved outcomes for stakeholders. These types of leadership teams can drive positive change throughout an organisation.” (Smith, Mihalakis, Slamp, 2015)¹⁰

LEADING LEARNING: To ensure the necessary structure, processes and resources are in place to enable more stakeholders to achieve great outcomes. When leaders and employees undertake evidence-informed inquiry and use it to work collaboratively towards change and improvement for stakeholders, it establishes professional agency and makes inquiry the everyday work of organisations. This creates a culture of sustained improvement.



MINDFUL LEADER

A Mindful Leader embodies leadership expectations by cultivating self and others within a positive environment.

RESILIENCE: To create an ethos of respect to wellbeing to cope with the challenges and complexities of the role.

LEADING SELF: To self-author your authentic self as a leader and understand influences in giving direction, guidance and support to colleagues.

LEADING OTHERS: To build honest relationships to encourage self-determined employees using understanding of neuroscience and andragogy.

GROWTH MINDSET: To approach the complexities of leadership and building skills from a strength-based solution focussed mindset.

EMOTIONAL INTELLIGENCE: To role model nonjudgmental, present-centered awareness and to develop the ability to facilitate thinking through the use of emotions.

VALUES: To act with integrity and be transparent about moral purpose and beliefs.

Mindful Leader Unpacked



MINDFUL LEADER - A mindful leader embodies leadership expectations by cultivating self and others within a positive environment.

RESILIENCE: A resilient leader is a person who sees failures as temporary setbacks they can recover from quickly. They maintain a positive attitude and a strong sense of opportunity during periods of turbulence. When faced with ambiguity, a resilient leader finds a way to move forward and avoids getting stuck. (Folkman, 2017)¹¹

LEADING SELF: Effective leadership starts from within. If you cannot manage yourself, you will struggle to lead others. Leaders need to know how to master fundamental aspects of their life such as managing their time and their home/work interface (mastery), as well as how to embrace uncertainties (agility) and how to create meaningful change for themselves (proactivity). Effective leaders know themselves well (personality, beliefs, values) and the ways these help or hinder them in their leadership. They know and understand their strengths and are able to pursue personal as well as professional goals.

LEADING OTHERS: Effective leaders know how to enable others to achieve mastery, agility and proactivity in their work and life. They participate in transactional forms of leadership (giving feedback, setting clear roles) that promote mastery in others, as well as in transformational forms of leadership (vision, support, etc.) that promote others’ agility and proactivity.

GROWTH MINDSET: Great leaders are governed by growth mindsets. They understand that they can continue improving and help those around them do the same. In a “fixed mindset, people believe their basic qualities, like their intelligence or talent, are simply fixed traits. In a growth mindset, people believe that their most basic abilities can be developed through dedication and hard work—brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment”. Carol Dweck

EMOTIONAL INTELLIGENCE: Emotional intelligence or EI is the ability to understand and manage your own emotions, and those of the people around you. For leaders, having emotional intelligence is essential for success. “Emotional intelligence may very well be the line in the sand that separates a “boss” from a true leader. Through emotional intelligence, leaders are able to inspire confidence and motivate others to follow in their footsteps. And, just like any other skill, it can be learned.” (TEC, 2019)¹²

VALUES: “Great leaders know what they value. They also recognize the importance of ethical behaviour. The best leaders exhibit both their core values and their ethics in their leadership style and actions. They act with integrity and are transparent about moral purpose and beliefs. Their leadership ethics and values are visible because they live them in their actions every single day.” (Heathfield, 2019)¹³



INNOVATIVE LEADER

An Innovative Leader disrupts current practices to create a culture of continuous improvement, striving to work effectively through creativity and problem solving.

SUSTAINABILITY AND SCALABILITY: To have an awareness of how to achieve long-term, lasting change through a clearly defined strategy, acknowledging program complexity, resource capacity and stakeholder buy-in.

ENTREPRENEUR: To be able to invite involvement, critical thinking and inventive problem solving.

DESIGN THINKING: To promote insight and expansive thinking using a future focussed and action orientated framework.

CURIOSITY: To seek out new experiences, understandings, candid feedback and an openness to change.

RISK AND CHALLENGE: To openly show willingness to try new things, to engage effectively with staff to motivate them towards improvement.

DISRUPTIVE LEADERSHIP: To challenge perspectives and the status quo to stimulate new thinking.

Innovative Leader Unpacked



INNOVATIVE LEADER - An Innovative Leader disrupts current practices to create a culture of continuous improvement, striving to work effectively through creativity and problem solving.

SUSTAINABILITY AND SCALABILITY: To have an awareness of how to achieve long-term, lasting change through a clearly defined strategy, acknowledging program complexity, resource capacity and stakeholder buy-in. "Leadership must also learn to scale itself, but not any kind of leadership will do. We need much more of the kind of leadership that is capable of scaling innovation, adaptability, sustainability, agility, and engagement as its growth strategy. Scaling leadership is about becoming the kind of leader that scales the conscious leadership capable of creating what matters most of all the stakeholders it serves." (Anderson & Adams, 2019)¹⁴

ENTREPRENEUR: Entrepreneurial leadership aims to cultivate entrepreneurial individuals and teams that fully leverage their creative potential in creating value for an organisation. Entrepreneurial leadership does this by employing leadership practices that "develop the ability in employees to self-generate, self-reflect, and self-correct in their workplace". To be an effective leader, an entrepreneur must build trust and confidence among employees and communicate effectively with them. (Roebuck, 2004)¹⁵

DESIGN THINKING: Design Thinking leaders promote insight and expansive thinking using a future focussed and action orientated framework. Thinking like a designer can transform the way organisations develop

products, services, processes, and strategy. This approach, which is known as design thinking, brings together what is desirable from a human point of view with what is technologically feasible and economically viable. It also allows people who aren't trained as designers to use creative tools to address a vast range of challenges. (Brown, 2019)¹⁶

CURIOSITY: Thriving in a complex and volatile business environment requires leaders who approach every day, every problem and every opportunity with an inquisitive spirit. It's this curiosity that drives leaders to learn their companies inside and out and to never stop looking for ideas to improve. This thirst for knowledge and wondering 'why' enhances their ability to spot trends, anticipate changes and tackle challenges...Curiosity is, the desire to learn or know more about something or someone. It is the starting point to every great idea, invention and new business. It is what makes some organisations wildly successful while others are just average and it's the real reason why some leaders and their teams succeed, while others fail. (Hvisdos, 2015)¹⁷

RISK AND CHALLENGE: Risk taking is an increasingly critical element of leadership and essential for a leader's effectiveness. Risk taking can be defined as: Undertaking a task in which there is a lack of certainty or a fear of failure. (Tull, 2016)¹⁸ Effective leaders openly show willingness to try new things, to engage effectively with staff to motivate them towards improvement.

DISRUPTIVE LEADERSHIP: One of the main responsibilities of leadership is creating change. It is not enough to respond to a changing environment (although, that is important, too). The most effective leaders actively create change in the organisation and will influence the environment as a result. "The seed of disruption and new thinking occurs with difference of opinion, shared insights and skills." (Garner, 2015)¹⁹ Disruptive leaders challenge perspectives and the status quo to stimulate new thinking. They stand in the spotlight, use their voice and are not afraid to emphasize their strengths - what they bring in terms of value, their point of difference. They also have the courage to ask for the help and support needed to create the change they are looking for.



AGILE LEADER

An Agile Leader has the awareness to monitor, reflect and adapt themselves and their teams and targets to suit a fluid and ever changing environment.

CONTEXT: To understand and adapt leadership to different circumstances and cultures.

CHANGE: To enable a systematic process of collective inquiry leading to improvement and innovation.

ADAPTIVE LEADER: To have self-awareness to be able to respond effectively to uncertainty and ambiguity.

LEADERSHIP STYLES: To be knowledgeable about leadership predispositions and flex and choose suitable strengths.

PROFESSIONAL CONVERSATIONS: To communicate effectively to build capability, ensure goals are achieved and develop understanding through reflective conversations and collaboration.

DECISION MAKING: To impartially reflect on the situation and commit to a solution.

Agile Leader Unpacked



AGILE LEADER - An agile leader has the awareness to monitor, reflect and adapt themselves and their teams and targets to suit a fluid and ever-changing environment.

CONTEXT: Effective leaders are those that are able to adapt their style to the situation and look at cues such as the type of task, the nature of the group, and other factors that might contribute to getting the job done. (Cherry, 2019)²⁰ They understand and adapt leadership to different circumstances and cultures.

CHANGE: Change leadership is the ability to influence and enthuse others through personal advocacy, vision and drive, and to access resources to build a solid platform for change. (Higgs & Rowland, 2000)²¹ Change leaders enable a systematic process of collective inquiry leading to improvement and innovation.

ADAPTIVE LEADERSHIP: Change can be uncomfortable; it can challenge our most deeply held beliefs and suggests that deeply held values are losing relevance, bringing to the surface legitimate but competing perspectives or commitments. This means that adaptive challenges require a different form of

leadership behaviour. Adaptive leaders are self-aware, have agency over their ability to make a difference, and strive for the best outcomes for their employees and clients. Adaptive leaders do not provide the answers (and do not equate leadership with expertise). They accept that a degree of disequilibrium is needed to sustain adaptive change (rather than minimising conflict and discomfort) (Dizdar, 2017)²² and so they mobilise people to tackle tough challenges and thrive.

LEADERSHIP STYLES: There is never a one-size-fits-all leadership style for every organisation – all organisations operate differently and certain traits will be more successful in some environments than others. Leaders need to be knowledgeable about leadership predispositions, flex and choose suitable strengths.

PROFESSIONAL CONVERSATIONS: Professional conversations are crucial to organisational improvement. We learn socially, we learn from one another. Leaders need to be able to communicate effectively to build capability, ensure goals are achieved and develop understanding through reflective conversations and collaboration.

DECISION MAKING: Making good decisions in difficult situations is no small feat because these types of decisions involve change, uncertainty, anxiety, stress, and sometimes the unfavourable reactions of others. Great leaders know when to move quickly and proceed with the available information, versus when to take more time and gather additional information; (Kase, 2010)²³ they impartially reflect on the situation and commit to a solution.

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