



the Uniting Church in Australia,
Queensland Synod

Leadership Development Framework

A guide to the development of leadership capabilities to respond to current and future challenges for the church.



The Uniting Church in Australia
QUEENSLAND SYNOD

Contents

From the Moderator	3
Introduction	4
Purpose of the Leadership Development Framework	4
Development of the framework	4
Concepts underpinning the framework	4
Definitions	5
Target groups	5
Contextual considerations	5
Distinguishing levels of leadership	6
How to use the Leadership Development Framework	6
The Leadership Development Framework	7
Leadership domains and capabilities	7
Domain: Develop and lead self	8
Domain: Build relationships and engage others	9
Domain: Partner and collaborate	10
Domain: Shape a preferred future	11
Domain: Achieve results	12
Other Supporting Resources	13

Version 1.0 November 2016

Acknowledgement: The structure and content of the Uniting Church in Australia Leadership Development Framework has been influenced by other Australian and international leadership frameworks. In particular, the Canadian *LEADS in a Caring Environment* and the *NSW Health Leadership Development Framework* informed the domains, capabilities and behavioural descriptors found within this framework. This framework has been developed by the Queensland Synod but is for use across the Uniting Church in Australia.

From the Moderator

Leadership

Trying to define leadership is like trying to trap a cloud. Yet we know good leadership when we see it (and in some cases when we “feel” it). One of the definitions that makes sense for me is: “Leadership is taking responsibility for the success of the mission”. That definition is attractive to me because it means that leadership happens right across an organisation. It’s where people are “doing their bit”. Leadership happens everywhere, not simply in places of organisational and positional power. Leadership under this definition, when displayed, builds confidence in people who observe it. Another definition of leadership I appreciate is: “Leadership is behaviour worth mimicking”. Humans are by nature communal, we take our lead from each other; so against a shared set of cultural values and beliefs, we encounter other people’s behaviour and decide what is worth paying attention to for our own behaviour.

The story of Jesus and the church informs the view of leadership we have adopted in this leadership framework. It cuts across the ‘success at all costs’ and self-promoting themes found in some personal leadership development approaches.

Jesus’ story is one of deep commitment to a vision for humanity—a mission that the shalom of God would be made manifest. (Luke 4:18-21; Jesus’ declaration at the Synagogue in Nazareth.) This commitment was grounded in his knowledge of God, his understanding of his identity in God and demonstrated in an appetite for strong critique of any model of leadership he adopted in terms of the fruit that model bore.

So he asked the disciples, “Whom do people say that I am?” as a way of getting feedback on his ministry. When he saw that a result of a mass miracle was that the people wanted to make him king, he discerned a different track. When confronted by the demands of James and John in terms of leadership, he turned the tables on it and called for the disciples to take up the way without regard for personal gain and aggrandisement.

The leadership of Jesus is exemplified by his readiness to take the way of the cross. That way took shape in his life as he continually explored what it meant for him to take responsibility for the success of the mission—the making manifest of the shalom of God in human experience.

It was about radical commitment to the shalom of God and then letting that commitment find its expression by exploring, testing and reflecting; being intentional that it bear its own fruit, independent of a pre-ordained outcome.

This leadership framework is shaped to help you explore, test and reflect on how you express your commitment to the mission of the church; that we might give lived experience to the shalom of God and be a sign and foretaste of the Kingdom.



Rev David Baker

Moderator, Queensland Synod

November 2016

the Uniting Church in Australia, Queensland Synod Leadership Development Framework

Introduction

Leadership is highly contextual. There is no formula for leadership development that can be universally applied to guarantee effective leadership. Rather, it is essential to assess the needs, both current and emerging, within a specific context and then develop and encourage the leadership capabilities necessary to meet those needs.

There are around 250 congregations and a number of schools, colleges and community service agencies (such as UnitingCare Queensland and Wesley Mission Queensland) directly associated with the Uniting Church in Australia, Queensland Synod (the Synod). Each entity within the Synod has specific leadership development needs.

Considering our environment, where a plethora of leadership development programs, courses, resources and opportunities are readily available, the Uniting Church in Australia Leadership Development Framework (the Framework) has been developed to provide guidance to assist informed and intentional decisions around the development of leadership capabilities. In this document, all entities directly associated with the Synod are referred to as “the church” or “entities”.

Purpose of the Leadership Development Framework

Within the Queensland Synod, leadership development aims to advance the church’s mission through identifying, inviting, training, equipping and sustaining leaders.

This Leadership Development Framework is designed to guide and support the development of leadership capabilities needed to rise to the current and future challenges for the church.

All leadership development opportunities offered as part of a church leadership development program should be assessed by the organiser to ensure the program/opportunity is at least compatible with, or preferably directly supports, the ethos and values of the Synod as described in the Uniting Church’s foundational document, the *Basis of Union*.

Development of the framework

The content and structure of the Leadership Development Framework reflects extensive review of leadership literature and the review of a wide range of leadership development frameworks, predominately from the helping, not-for-profit and government sectors.

Concepts underpinning the framework

- **The church operates in a complex, changing environment** needing leaders who can form networks, sustain relationships, think and operate at a systems level and inspire others to join them on a journey.
- **All leadership is contextual:** there is no “one size fits all” program or approach that has proven to be effective in developing leadership capability across the board
- There are multiple contexts for leadership within the church. **Effective leadership is needed at all levels and every context of the church.**
- Intentional **development of discipleship** underpins this leadership framework.
- **Character, competence and calling underpin capability** in the context of leadership in the church.
- **Collaborative and individual leadership are both vital.** We need leaders to display individual leadership and we need leaders to work together for the greater good of the church.
- **Leadership is not a function of positional power** but rather of the power inherent in the ability to influence others.
- **Anyone** who is intent on developing their leadership skills has the potential to improve dramatically.

the Uniting Church in Australia, Queensland Synod Leadership Development Framework

Definitions

All terms below are defined variously within literature. The following definitions apply to leadership development within the context of the Synod.

Leadership Development Framework: a structure to guide intentional development of leadership capabilities required across the church in order to build a healthy, missional church. The framework aims to guide existing and future leadership development efforts across the organisation at every level.

Discipleship: the process of following Jesus and becoming more Christ-like and Christ-centred.

Leadership: taking responsibility for the success of the mission of the organisation. This involves by inference a component of modelling; as people act and take up their responsibilities, it affects others to do the same. Leadership is thus seen as relational and influential, more than positional and directive.

Management: action focused on explicit, relatively concrete phenomena (such as structures, processes, compliance and administrative measures) that assist the organisation to reach its objectives.

Competence: the knowledge, skills and personal attributes required to deliver specific tasks in relation to relatively predictable circumstances.

Capability: the capacity to respond with creativity, contingent thinking and growth in relatively uncertain circumstances. Capability distinguishes the most effective leaders.

Target groups

The Framework is designed to apply to all levels and types of leadership across the church including:

- Lay leaders in congregations
- Ordained Ministers/Pastors
- Presbytery leaders
- Chaplains
- Church council members
- Synod Office staff
- Synod leaders
- Leaders in agencies, schools and residential colleges
- Executive Leaders

Contextual considerations

Leadership is contextual and the following contextual factors should be considered in applying the framework to a particular situation:

- Culture within individual entity
- Size of entity
- Strategic and operational priorities
- Diversity considerations in the context of the entity
- Geographical location
- Cultural considerations
- Current and emerging challenges
- Appetite for risk
- Style of leader/s
- Financial resources available
- Mode of delivery of program
- Historical factors
- Governance model
- Entity type

Distinguishing levels of leadership

The Framework applies to all levels and contexts of leadership. However, what is required to exercise leadership effectively can be distinguished for different levels. Three factors that become increasingly significant at higher levels of leadership are the capacity to:

1. Deal with complexity
2. Exercise sound judgment
3. Consider both breadth and depth in the particular leadership context

Dealing with complexity includes being able to consider:

- an increasing number of inputs,
- a wider range of diversity,
- multiple contexts, and to distinguish between technical problems to solve and adaptive challenges that require reframing and new learning.

The **exercise of sound judgment** includes both soundness and decision-making and being able to:

- assess situations of uncertainty, and
- make timely and appropriate decisions.

Breadth and depth includes being outward-looking and future-focussed while:

- considering a wider context than one's immediate setting,
- as well as a longer timeframe.

The capacity to deal with complexity, exercise sound judgment, and attend to both breadth and depth will assist when assessing capabilities for entry, experienced and senior leader roles.

How to use the Leadership Development Framework

The Framework applies to leadership development in its broadest context. While leadership development programs and courses help to develop leadership capabilities, they are only one side the leadership development story. Leadership capabilities are also developed by a wide range of life experiences – some planned, some unplanned. For example, taking “opportunities” such as running a youth group, taking up a role as team leader, accepting a position of responsibility in church or in a workplace may all assist in development of leadership capability. The framework assists in helping to make leadership development intentional.

At an **organisational level** (e.g. Congregations, Presbyteries, Synod Office, Schools, Colleges, Agencies) the Framework may be used to assist in making informed decisions through:

- Providing a common language to discuss leadership development
- Determining leadership development priorities within the entity
- Comparing objectives and intended outcomes of existing leadership development programs in relation to leadership development needs
- Evaluating leadership development programs and opportunities
- Evaluating outcomes after participating in leadership development programs and opportunities
- Using the framework to discuss leadership development with individuals
- Planning leadership development opportunities collaboratively
- Using it as a guide to assess the health of leadership within the entity.

At an **individual level** the Framework may be used to:

- Conduct a leadership capability audit: identifying strengths and gaps and then identifying leadership development needs
- Guide discussion in relation to current leadership strengths and potential gaps
- Develop a leadership development plan
- Assess leadership development opportunities in light of current capabilities
- Evaluate outcomes of participation in leadership development programs/opportunities.

The Leadership Development Framework

The Leadership Development Framework consists of domains, capabilities and behavioural descriptors.

The five domains are general and be able to be applied to leaders at all levels of leadership development of all target groups. The five domains reflect leadership in action and while they may be viewed independently they are also interdependent. The five domains are:

- Develop and lead self
- Build relationships and engage others
- Partner and collaborate
- Shape a preferred future
- Achieve results

Each domain has four core measurable capabilities and these are illustrated by three key behavioural descriptors (see table below). The capabilities and behavioural descriptors are intended to provide a manageable, representative selection of observable indicators of leadership in order to guide leadership development (see tables on following pages).

Leadership domains and capabilities

Domain	Capabilities
Develop and lead self	1. Actively seek personal and spiritual growth 2. Demonstrate self-awareness and self-management 3. Model Christ-like and Christ-centred behaviours and values 4. Take responsibility for own actions and behaviours
Build relationships and engage others	5. Encourage personal and spiritual development of others 6. Facilitate the development of strong relationships 7. Promote a culture where people feel invited to contribute 8. Harness talent and diversity and achieve high participation
Partner and collaborate	9. Purposefully build partnerships and networks 10. Employ a collaborative approach and create opportunities to collaborate 11. Partner and take collaborative action 12. Encourage insights from diverse sources to support action
Shape a preferred future	13. Critique the environment from a Christian worldview, considering changing contexts and trends 14. Demonstrate critical, strategic and systems thinking 15. Politically astute in building support for change 16. Apply insights, negotiate and work through resistance to implement change
Achieve results	17. Build alignment and a common vision 18. Set direction, focusing on what makes the most difference to build the church 19. Take action, and assess and evaluate progress and outcomes 20. Be accountable for performance and stewardship of resources

Domain: Develop and lead self

Leadership: taking responsibility for the success of the mission of the organisation.

An underlying assumption of the Framework is that attending to self-development and self-leadership is necessary for 'good' leadership. Trustworthy leaders are aware that they need to continue to develop and manage and lead themselves and act congruently before they can expect others to follow.

Develop and lead self: capabilities and behavioural descriptors

Capability	Behavioural Descriptors
1. Actively seek personal and spiritual growth	1.1 Demonstrates commitment to personal and spiritual learning and development 1.2 Recognises and builds on own strengths 1.3 Actively seeks and acts on feedback
2. Demonstrate self-awareness and self-management	2.1 Recognises and questions own assumptions, attitudes and beliefs 2.2 Open to others' views and ideas and avoids premature judgments 2.3 Recognises own emotions and regulates own behaviour
3. Model Christ-like and Christ-centred behaviours and values	3.1 Inspires others through personal modelling of Christian behaviours and values 3.2 Demonstrates consistency between words and actions 3.3 Actively engages in reflective practice
4. Take responsibility for own actions and behaviours	4.1 Evaluates own performance in relation to organisational goals 4.2 Shapes outcomes and performance with service to others in mind 4.3 Exhibits perseverance and resilience in working towards agreed goals

Domain: Build relationships and engage others

Leadership: taking responsibility for the success of the mission of the organisation.

Building relationships and engaging and connecting others is an essential aspect of leadership. Leaders encourage others to develop both personally and spiritually, want the best outcome for others, and are happy to acknowledge the contribution of others. This encourages others to participate and contribute freely. Without positive relationships and engagement, results of any scale will be difficult to accomplish.

Build relationships and engage others: capabilities and behavioural descriptors

Capability	Behavioural Descriptors
5 Encourage personal and spiritual development of others	5.1 Challenges and supports others to set and achieve their personal and spiritual goals 5.2 Fosters collaborative growth and mutual learning of all participants 5.3 Assists others to develop their own capacity
6 Facilitate the development of strong relationships	6.1 Develops team capacity to self-regulate behaviour to achieve outcomes 6.2 Helps team members actively engage with each other 6.3 Identifies, and works through with others: conflict, issues and challenges impacting on relationships
7 Promote a culture where people feel invited to contribute	7.1 Recognises and constructively challenges organisational cultural norms 7.2 Facilitates people willingly contributing towards desired outcomes 7.3 Encourages others to keep an open mind when considering different viewpoints
8 Harness talent and diversity and achieve high participation	8.1 Recognises, acknowledges and values diversity 8.2 Achieves creative synergies through harnessing different perspectives 8.3 Identifies and encourages the contribution of individuals to achieve desired outcomes

Domain: Partner and collaborate

Leadership: taking responsibility for the success of the mission of the organisation.

Leaders realise that in many situations developing partnerships and collaboration brings distinct advantages in working towards achieving results. Diverse views and insights are actively welcomed. Good leaders model collaborative behaviours and purposefully build partnerships and networks and look for opportunities to collaborate to achieve results.

Partner and collaborate: capabilities and behavioural descriptors

Capability	Behavioural Descriptors
9 Purposefully build partnerships and networks	9.1 Exhibits the courage to operate beyond formal boundaries 9.2 Looks for and acts on opportunities for building partnerships and networks 9.3 Finds common ground with others in working through difficult challenges and conflict
10 Employ a collaborative approach and create opportunities to collaborate	10.1 Promotes a culture of collaboration to achieve results 10.2 Sensitive to diverse cultural realities and interests of others 10.3 Leverages different sources of knowledge and expertise
11 Partner and take collaborative action	11.1 Inspires collaborative behaviour in others through own example 11.2 Brings people together to explore new directions and possibilities 11.3 Examines and helps overcome impediments to collaborative action
12 Encourage insights from diverse sources to support action	12.1 Encourages an environment of inquisitiveness, creativity and experimentation 12.2 Promotes shared inquiry through exploring meanings and assumptions 12.3 Values relationships as a key to initiating, activating, and embedding innovation

Domain: Shape a preferred future

Leadership: taking responsibility for the success of the mission of the organisation.

Leaders take the time to become aware of and read the “signs of the times”. They apply a Christian worldview to situations and are able to apply critical, strategic and systems thinking to create the required changes.

Shape a preferred future: capabilities and behavioural descriptors

Capability	Behavioural Descriptors
13 Critique the environment from a Christian worldview, considering changing contexts and trends	13.1 Seeks out and applies relevant new information, ideas, trends and research findings 13.2 Identifies and constructively challenges current paradigms 13.3 Actively critiques environment from a Christian perspective
14 Demonstrate critical, strategic and systems thinking	14.1 Takes a long term view and takes action to achieve a preferred future 14.2 Understands and applies critical thinking and a systems perspective 14.3 Works with ambiguity and uncertainty and avoids over-simplification
15 Politically astute in building support for change	15.1 Uses influence positively 15.2 Promotes shared leadership for change 15.3 Actively supports local ownership for achieving the church’s mission
16 Apply insights, negotiate and work through resistance to implement change	16.1 Seeks to appreciate issues and interests as they appear to others 16.2 Acknowledges and explores others’ concerns and objections 16.3 Frames solutions that take into account others’ legitimate needs and aspirations

the Uniting Church in Australia, Queensland Synod Leadership Development Framework

Domain: Achieve results

Leadership: taking responsibility for the success of the mission of the organisation.

Effective leadership involves achieving results. While the other four domains have a strong focus on understanding the context and getting the right relationships and process in order, *Achieve Results* focuses on application to achieve outcomes. An effective leader takes others on the journey, assessing and evaluating progress and where necessary modifying the approach to achieve desired results.

Achieve results: capabilities and behavioural descriptors

Capability	Behavioural Descriptors
17 Build alignment and a common vision	17.1 Engages with others to shape a vision that is ambitious but achievable 17.2 Demonstrates an appreciation of the current state, opportunities and challenges in fulfilling the vision 17.3 Communicates the vision clearly and gains commitment from others who have to act
18 Set direction, focussing on what makes the most difference to build the church	18.1 Develops a clear plan of action 18.2 Elicits the contribution of others in achieving desired outcomes 18.3 Focuses on factors that might lead to the best results
19 Take action, and assess and evaluate progress and outcomes	19.1 Aligns effort and resources to support achievement of goals. 19.2 Evaluates progress and modifies approach where necessary to move towards goals. 19.3 Takes time to assess and evaluate outcomes.
20 Be accountable for performance and stewardship of resources	20.1 Accepts responsibility and encourages responsibility in others to achieve goals. 20.2 Recognises the contributions of all when celebrating results achieved. 20.3 Manages resources carefully, responsibly and equitably.

Other Supporting Resources

Leadership Position Mapping Tool: used to identify leadership capabilities required or desired within a position.

Leadership Development Program Mapping Tool: this tool allows assessment of leadership development programs and resources against the Leadership Development Framework domains and capabilities.

Leadership Development Survey—Self Assessment Tool: a capability self-audit tool.

Leadership Development Survey—360 degree feedback tool: a tool for managers to get feedback from their manager, peers and staff regarding their leadership capabilities.

