



the Uniting Church in Australia, Queensland Synod

Leadership Development Framework

Leadership Position Mapping

Introduction

The Queensland Synod Leadership Development Framework (LDF) is designed to guide and support the development of leadership capabilities needed to respond to the current and future challenges for the church.

The Leadership Position Mapping uses the LDF domains and capabilities to assess the leadership capabilities required or desirable within a leadership position. The Leadership Position Mapping may be used to:

- Inform the development of position descriptions through helping to identify the leadership capabilities required within a particular position
- Guide selection processes to assist in identifying and choosing the candidate with appropriate leadership capabilities or potential to develop those capabilities
- Inform individual development planning of someone already holding a position or planning to develop their capabilities
- Assist in succession planning when used to help plan and develop leadership capabilities of people who may be suited to moving into this position.

The Leadership Position Mapping focusses on leadership capabilities, not on content or technical skills required within a particular role.

Behavioural descriptors for each capability are outlined in the Leadership Development Framework document.

Distinguishing levels of leadership

The five leadership domains apply to all levels and contexts of leadership, however what is required within the capabilities can be distinguished for different levels. Three factors that become increasingly more significant at higher levels of leadership are:

1. The capacity to deal with complexity including 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.
2. The capacity to exercise sound judgment includes both being able to assess situations of uncertainty and being able to make an appropriate decision.
3. The capacity to consider both breadth and depth in the particular leadership context includes considering a wider context than one's immediate setting, as well as a longer timeframe. In other words, being outward-looking and future-focussed.

Level of leadership: Decide which level of leadership best describes that required for the position according to the following descriptions:

1. Entry level leader – position suitable for someone in the early stages of leadership development e.g. someone successfully holding this position may have limited experience in leadership; little training or development in the leadership. Scope of responsibility and complexity of the position is limited.
2. Experienced leader – experience and previous success in leadership is desirable or required; considerable scope of responsibility and complexity of position. Capacity to respond with creativity, contingent thinking and growth in relatively uncertain circumstances is required within the role.
3. Senior leader – responsible for leading at the highest levels within an organisation. Positions may be at an executive level and/or may include leading other leaders. The senior leader is often responsible for high-level strategic planning. Capacity to respond with creativity, contingent thinking and growth in relatively uncertain circumstances is integral to the role.

Consider the capacity to deal with complexity, to exercise sound judgment, and to attend to both breadth and depth when assessing capabilities for entry, experienced and senior leader roles on the 1–5 scale.

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

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Instructions:

For the position you are mapping, complete the table below indicating the leadership capabilities required to be effective. Your impressions as to how important each leadership capability is within the context of the position would be helpful. Please score from 1–5 where 5 means that the capability is critical to undertake the position effectively and 1 means it is not directly required for this particular role. Three (3) means it would be helpful to have but is not critical. Please make a comment for each leader. Keep in mind that a 5 for an entry level leadership position would look different to a 5 for a senior leader.

Position title:

Leadership level

of position: (circle one)

Entry

Experienced

Senior

Leadership domains and capabilities required in leadership program

Domain	Capabilities	To what extent does the position require these capabilities? Score from 1–5 where 5 means highly developed capability is critical to undertake the role well. (See key below)	
		Score	Comments
Develop and lead self	<ol style="list-style-type: none"> 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 behaviour 	<ol style="list-style-type: none"> 1. 2. 3. 4. 	
Build relationships and engage others	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 5. 6. 7. 8. 	

Key: Please score from 1–5 where 5 means that the capability is critical to undertake the position effectively and 1 means it is not directly required for this particular role. Three (3) means it would be desirable but is not absolutely critical.

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Domain	Capabilities	To what extent does the position require these capabilities? Score from 1–5 where 5 means highly developed capability is critical to undertake the role well. (See key below)	
		Score	Comments
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	9. 10. 11. 12.	
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	13. 14. 15. 16.	
Achieve results	17. Build alignment and a common vision 18. Set direction, focusing on what makes a difference to build the church 19. Take action, and assess and evaluate progress and outcomes 20. Be accountable for performance and stewardship of resources	17. 18. 19. 20.	

Key: Please score from 1–5 where 5 means that the capability is critical to undertake the position effectively and 1 means it is not directly required for this particular role. Three (3) means it would be desirable but is not absolutely critical.



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QUEENSLAND SYNOD

