## The Key Purpose of Leadership and Management is to…

## Provide direction, gain commitment, facilitate change and achieve results through the efficient, creative and responsible deployment of people and other resources.

A. Develop a vision for the future

B. Gain commitment and provide leadership

C. Provide governance

### Providing direction

Providing direction

Facilitating change

Achieving results

H. Build relationships

I. Develop networks and partnerships

J. Manage people

F. Lead business operations and projects

G. Meet customer needs

D. Lead innovation

E. Manage change

K. Manage financial resources

L. Procure products and/or services

M. Manage physical resources and technology

N. Manage information and knowledge

and personal skills

Working

with

people

Using resources

self

Managing

O. Manage yourself

A. Develop a vision for the future

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| A1. Map your organisation and its current and future environment | This function is about undertaking a strategic review for the whole organisation or partnership.  It includes evaluating the organisation and its current and past performance, reviewing the organisation’s goals and the interests of stakeholders, analysing the political, economic, social, technological and legal environment, identifying opportunities and threats and the organisation’s capacity and potential to handle these. This function also includes taking account of global factors. |
| A2. Map your role in the wider context | This function is about individual managers developing an understanding of their roles, responsibilities and relationships and the particular contribution they can make to the organisation or partnership.  It includes agreeing your objectives, establishing mutual expectations with managers, colleagues, team members, customers and suppliers, and understanding the systems and structures, technologies and processes relevant to your role. |
| A3. Develop your organisation’s vision and strategy | This function is about developing a shared vision and mission to provide direction for the organisation or partnership as a whole.  It involves specifying organisational values and ethical frameworks, establishing goals and objectives and developing strategies, policies and processes to achieve these goals and objectives. This function also includes taking account of global factors. |
| A4. Plan the future of your own area of responsibility | This function is about managers’ developing a shared vision for the specific area they are responsible for.  It involves establishing goals and objectives for your area of responsibility and developing strategies, policies and processes to achieve these goals and objectives. |

B. Gain commitment and provide leadership

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| B1. Achieve your organisation’s vision and strategy | This function is about ensuring the organisation’s or partnership’s vision and strategy is achieved.  It includes gaining support for the organisation’s or partnership’s vision and strategy, inspiring and motivating people make their full contribution and continuously reviewing and refining the strategy. |
| B2. Lead people | This function is about getting people to align their efforts and energies with your plans.  It includes gaining support for your plans, establishing support for values and ethical frameworks, inspiring and motivating people to maximise their contribution to achieving common goals and continuously reviewing and refining your plans. The function also covers appropriate recognition and reward. |

C. Provide governance

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| C1. Ensure compliance with values, ethical and legal frameworks | This function is about ensuring the organisation or partnership as a whole meets its statutory obligations and social responsibilities and works in ways that are consistent with its values and ethical principles.  It involves identifying legal requirements and social expectations, specifying and communicating agreed values and ethical principles, monitoring compliance and taking appropriate action in the event of non-compliance. |
| C2. Manage risks in line with shared goals | This function is about ensuring that the organisation or partnership operates within an acceptable level of risk.  It involves identifying risks and the levels of risk acceptable to the organisation or partnership. It also involves taking action to moderate those risks, preparing contingency plans to deal with identified risks and evaluating the effectiveness of the risk management process. |

### Facilitating change

D. Lead innovation

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| D1. Foster innovation | This function is about fostering a climate in which innovation can flourish.  It includes encouraging people to challenge current products, services and ways of working and come up with new ones. It also includes evaluating the costs, benefits and risks of new products, services and ways of working, and providing support for innovations. |
| D2. Innovate | This function is about taking personal action to innovate.  It includes evaluating and challenging current products, services and ways of working and researching and developing new ones. It also includes evaluating the costs, benefits and risks of new products, services and ways of working, and gaining people’s support. |

E. Manage change

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| E1. Plan and implement change | This function is about managing the processes to ensure change is implemented effectively.  It includes assessing the costs and benefits of change, planning and consulting on change, communicating plans for change, implementing plans, monitoring the change process and making adjustments where necessary. It also includes evaluating the effectiveness of the change and the processes involved. |
| E2. Develop and maintain organisational structures and systems | This function covers reviewing current organisational structures and systems, designing, consulting on and implementing new structures and systems to help the organisation to achieve its objectives. |

### Achieving Results

F. Lead business operations and projects

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| F1. Lead the business to achieve goals and objectives | This function is about developing and implementing business plans for an organisation or partnership.  It includes developing a business plan that meets the organisation’s or partnership’s goals and objectives, assessing and managing risk, implementing the plan and monitoring the implementation. It also includes reviewing the effectiveness of the plan and reporting the results. |
| F2. Lead operations to achieve specific results | This function is about developing and implementing plans for a specific operational area.  It includes developing an operational plan that will meet specific objectives, assessing and managing risk, implementing the plan and monitoring the implementation. It also includes reviewing the effectiveness of the plan and reporting the results. |
| F3. Lead programmes | This function is about developing and implementing plans for combinations of linked projects.  It includes developing an programme plan, ensuring that projects are appropriately integrated and timed, assessing and managing risk, implementing the plan and monitoring its implementation. It also includes reviewing the effectiveness of the programme and reporting the results. |
| F4. Lead projects to achieve specified results | This function is about developing and implementing plans for specific one-off projects.  It includes developing an project plan that will meet the agreed project objectives, assessing and managing risk, implementing the plan and monitoring the implementation. It also includes reviewing the effectiveness of the plan and reporting the results. |

G. Meet your customers’ needs

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| G1. Promote products and/or services to customers | This function is about ensuring customers are aware of your products and/or services and how the features of these products and services can benefit them.  It includes identifying target customers for your products and/or services, communicating their availability and benefits and helping customers to select those products and/or services that best meet their needs. |
| G2. Obtain contracts to supply products and/or services | This function is about winning contracts to supply products and/or services.  It includes obtaining invitations to tender, submitting tenders and negotiating and agreeing contractual terms. |
| G3. Deliver products and/or services to customers | This function covers the full process of meeting customers’ needs from the perspective of a manager who is not a marketing or sales specialist.  It includes identifying customers and the products and/or services they require, agreeing specifications with customers, planning to deliver and delivering products and/or services to specifications. It also includes evaluating customers’ level of satisfaction with the products and/or services. |
| G4. Solve problems for customers | This function is about solving problems that customers may have with the products and/or services you supply.  It includes identifying customers’ problems, developing solutions and agreeing these with customers, implementing the agreed solution and checking that the problems have been resolved to customers’ satisfaction. |
| G5. Assure the quality of products and/or services | This function is about managing systems to assure quality.  It includes establishing the systems required to assure products and/or services meet quality requirements, auditing compliance with these systems and reviewing the effectiveness of quality systems and their contribution to organisational goals and objectives. |

### Working with people

H. Build relationships

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| H1. Build your organisation’s relationship with customers | This function is about managing organisational systems to win and retain customers.  It includes identifying customer expectations, developing a climate in which customers are valued, developing systems to win customers and maintain their loyalty and developing systems to help and support customers. |
| H2. Develop relationships with customers | This function is about managing relationships with individual customers.  It includes identifying customer expectations, establishing and developing relationships with customers – including presenting a positive self image, helping and supporting customers, and seeking, evaluating and acting upon feedback from customers. |
| H3. Develop relationships with colleagues | This function is about developing relationships with colleagues at work. These may be people to whom you report, people who report to you or other colleagues you work with outside of the line management relationship.  It includes understanding colleagues’ interests, motivations and competences, agreeing respective roles, responsibilities, rights and expectations, fulfilling this agreement, providing an effective role model, and continuously reviewing relationships with colleagues. |
| H4. Develop and maintain relationships with stakeholders | This function is about managing relationships with stakeholders – all those with a legitimate interest in your organisation, partnership, project or area of operation.  It includes identifying stakeholders and their needs and expectations, agreeing the nature of the relationship with stakeholders and how their interests will be met, fulfilling this agreement and continuously reviewing relationships with stakeholders. It also includes promoting a positive image to stakeholders. |
| H5. Manage conflict | This function is about managing conflict to mitigate its adverse effects.  It includes understanding the causes of conflict and its effects and taking action to remove the causes of conflict and minimise adverse effects. |

I. Develop networks and partnerships

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| I1. Develop personal networks | This function is about managers’ developing their own personal networks.  It covers defining the purpose of different personal networks, taking proactive and reactive action to develop personal networks and evaluating the benefits of personal networking. |
| I2. Lead partnerships | This function is leading a formal partnership involving other people and organisations.  It includes establishing shared goals for the partnership and the capabilities, roles, responsibilities, rights and expectations of each partner. It also covers monitoring the performance of the partnership against mutual expectations and evaluating the effectiveness of the partnership in achieving shared goals. |

J. Manage people

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| J1. Value and promote diversity | This function is about making the most of people’s diverse capabilities and styles.  It includes identifying and promoting the benefits of diversity, helping people to apply diverse approaches to their work and evaluating and communicating the contribution that diverse capabilities and styles make the achieving shared goals and objectives. |
| J2. Recruit people | This function is about recruiting the people you need to meet your business, operational or project plans.  It includes identifying the people you need and their capabilities, recruiting these people and providing then with an induction to the organisation and their work so they can be effective. |
| J3. Maintain staffing levels | This function is about making sure people are deployed most effectively to meet the organisation’s or partnership’s goals and objectives.  It includes deploying people to specific areas of work and keeping this deployment under continuous review. It also includes reducing staffing levels where necessary. |
| J4. Manage the development of people | This function is about helping people to develop the knowledge, skills and competence they need.  It includes assessing people, planning to develop their knowledge, skills and competence, implementing development plans and evaluating the effectiveness of development plans and activities. |
| J5. Train people at work | This function is about training people to undertake specific activities competently and safely.  It includes identifying and assessing the need people’s need for training, explaining processes and demonstrating skills, and providing people with opportunities to practise and improve skills under supervision. |
| J6. Provide informal learning opportunities | This function is about helping people to learn and develop informally in the workplace, particularly through mentoring and coaching.  It includes establishing objectives, roles, responsibilities, rights and expectations of the relationship with people. It also includes helping people directly to improve their performance and evaluate their progress through informal means. |
| J7. Manage people’s performance | This function is about working in the medium-term to maximise people’s contribution towards agreed goals and objectives.  It includes agreeing objectives, mutual expectations and ways of working with people. It also includes giving people the support they need to achieve their objectives and reviewing and providing feedback on people’s performance. |
| J8. Manage flexible working arrangements | This function is about working to maximise the contribution towards agreed goals and objectives of people working in flexible situations such as ‘tele-working’, ‘virtual teams’ and ‘hot-desking’.  It includes agreeing shared goals and mutual expectations with workers in flexible situations, helping them to maximise their contribution to shared goals, providing motivation and dealing with particular problems, and evaluating and providing feedback on their contribution. |
| J9. Retain people | This function is about taking action to ensure people remain with the organisation and continue to contribute effectively.  It involves establishing people’s motivations, expectations and aspirations, helping people to reinforce their motivations and meet their expectations and aspirations through their work, and rewarding people fairly for their contributions. |
| J10. Help people address their problems | This function is about providing informal ‘counselling’ to people.  It includes identifying when people are affected by problems, helping them understand and address the problems affecting them and referring them to other services if the problems are beyond your level of competence. Problems may be simple, everyday issues which can be discussed confidentially in the workplace, or more complex, long-term problems which require specialist intervention. |
| J11. Deal with unsatisfactory performance | This function is about taking appropriate action to deal with situations where an individual’s performance is unsatisfactory.  It includes identifying unsatisfactory performance in a timely way, implementing agreed procedures for dealing with unsatisfactory performance and dismissing people if necessary. Unsatisfactory performance may include: consistently failing to meet organisational standards, poor workplace relationships, dishonesty and discrimination, for example. |
| J12. Build teams | This function is about building teams that will be capable of achieving their goals and objectives.  It includes identifying skills and potential, allocating people to appropriate roles in the team (including succession planning), encouraging effective team work, motivating high levels of performance and providing opportunities for team members to gain new experiences and skills. |

### Using resources

K. Manage financial resources

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| K1. Identify and obtain the funds needed to achieve goals and objectives | This function is about identifying the funds needed to achieve the organisation’s, partnership’s or project’s goals and objectives, and taking the necessary action to obtain these funds. |
| K2. Manage funds to achieve goals and objectives | This function is about managing funds effectively to achieve the organisation’s, partnership’s or project’s goals and objectives.  It includes deciding how funds should be allocated, monitoring how funds are used and evaluating the effectiveness of the use of funds in achieving goals and objectives. |
| K3. Manage budgets | This function is about preparing and managing budgets.  It includes identifying the funds needed for plans, negotiating and obtaining these funds, and monitoring and controlling the use of resources in line with budgets. |

L. Procure products and/or services

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| L1. Decide whether to make or buy products and/or services | This function is about taking decisions on whether products and/or services should be supplied internally or bought in from outsourced suppliers.  It involves specifying the products and/or services required and deciding on an internal or external source of supply. |
| L2. Procure external products and/or services | This function covers the whole cycle of procurement as required by a non-procurement specialist.  It involves identifying sources of supply, inviting tenders to supply specified requirements, assessing tenders and contracting with suppliers. It also covers monitoring suppliers’ compliance with the contract and the quality of products and/or services, evaluating suppliers’ performance and giving them feedback. |

M. Manage physical resources and technology

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| M1. Obtain and manage the physical resources needed | This function is about managing physical resources – premises, equipment, materials, energy etc – required for your plans.  It includes identifying the resources needed, obtaining them – ensuring, where necessary, effective supply chains - allocating them appropriately, monitoring and evaluating the use of the resources. |
| M2. Continuously improve the sustainability of resource use | This function is about ensuring resources are used in a sustainable way – ie that the supply of resources is not depleted.  It involves assessing the sustainability of resource use throughout the life cycle of the product and/or activities in your area of responsibility and identifying ways for reducing the overall consumption of finite resources. It also involves implementing sustainability improvements and evaluating and reviewing the sustainability of resource use. |
| M3. Use technology effectively and efficiently | This function is about making the most effective and efficient use of technology.  It requires managers to be proactive in identifying technological developments relevant to their areas of responsibility and assessing the advantages and disadvantages. It also requires managers to plan the use of new technology, implement these plans and evaluate the contribution of new technology to achieving goals and objectives. |
| M4. Provide healthy, safe, secure and productive working environment and practices | This function is about every manager’s legal responsibility to provide healthy, safe and secure working environment and working practices and to ensure these are conducive to productive work. The function also covers issues such as security, including IT security and planning for serious contingencies such as system failures.  Managers have to assess the working environment and practices, identify improvements, implement these and evaluate their effectiveness. |

N. Manage information and knowledge

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| N1. Manage systems for information, knowledge and communications | This function is about managing organisational systems for information, knowledge and communications.  It covers identifying knowledge, information and communications requirements, planning to meet these requirements, implementing the plan and evaluating and reviewing how well knowledge, information and communications requirements are met. |
| N2. Use information to take decisions | This function covers the cycle of information gathering, storing, analysing and decision making.  It includes researching and gathering information, storing and retrieving information, analysing information and drawing conclusions, making recommendations and taking decisions. |
| N3. Develop knowledge and make it available | This function is about managing organisational knowledge.  Managers are required to reflect on their experience to form their own understanding and make this understanding explicit. They also need to identify who should benefit from their knowledge and make it available to them. Managers must also protect knowledge from those who should not have it. |
| N4. Communicate information and knowledge | This function is about communicating information and knowledge to others.  It involves identifying the audience and their needs, and deciding on appropriate communications methods and media. It also involves transferring information and knowledge, receiving and responding to feedback and evaluating the effectiveness of communication. |
| N5. Use meetings to achieve objectives | This function is about being effective in meetings.  It covers both leading meetings and making effective contributions to help meetings to achieve their objectives. |

### Managing self and personal skills

O. Manage yourself

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| O1. Manage your own contribution | This function is about maximising your own contribution to shared goals and objectives. It covers much of what is currently referred to as ‘emotional intelligence’.  You are required to reflect on and identify your own values, motivations, capabilities and capacity, and how you can best contribute to achieving the organisation’s vision and objectives. You need to maximise your own contribution in line with your capabilities and capacity and seek guidance on issues beyond your capabilities and where values and practices are in conflict. You also need to obtain and act upon feedback on your contribution. This function also covers coping with change. |
| O2. Develop your knowledge, skills and competence | This function is about your continuing professional development.  You need to reflect on and evaluate your knowledge, skills and competence in the light of job requirements and your personal aspirations, plan your development, develop your knowledge, skills and competence in line with your plans and evaluate your learning and development. |

**NB. This map describes the functions that managers and leaders carry out. Managers and leaders employ a wide range of knowledge, skills, personal qualities and styles in order to provide direction, gain commitment, facilitate change and achieve results. These knowledge, skills, personal qualities and styles will be described within the Management and Leadership Standards when they are developed.**