Introduction to The Leadership Framework

The Leadership Framework

The Leadership Framework is a set of principles of what managers must know and must do. It clearly defines the requirements for leadership and sets practical and consistent standards expected of people leaders.

The framework is made up of three key elements for effective leadership:

- Leading the organisation
- Leading people
- Leading yourself

At the heart of the Framework is the relationship between the manager and team members. This is a 'two-way, trusting, productive, working relationship focused on achieving the business goals with each person working to their full potential'.

Leading people

1. Provide a safe working environment
2. Create effective roles & fill them with good people
3. Effectively assign & assess work
4. Develop team capability
5. Recognise & reward work
6. Build teamwork
7. Enable continuous improvement & lead change

Leading yourself

1. Understand your role
2. Understand & respect the role of others
3. Manage relationships
4. Develop important managerial leadership skills & behaviours
5. Apply the framework

Leading the organisation

1. Implement business strategy
2. Design the organisation
3. Design & maintain productive systems of work
4. Enable systemic trust & fairness
5. Build workforce capability
6. Manage strategic relationships

Leading people

This specifies actions required of all people who are appointed to managerial roles and are accountable for the output of others. It is about the day-to-day things managers do to lead and manage their team.

Leading yourself

The manager role in an organisation and the essential requirements to build positive working relationships.

Leading the organisation

The additional requirements of senior executives and middle management in designing and implementing fit for workplace conditions such as structures and systems of work that enable and support effective managerial leadership and productive work. Business strategy is part of this.
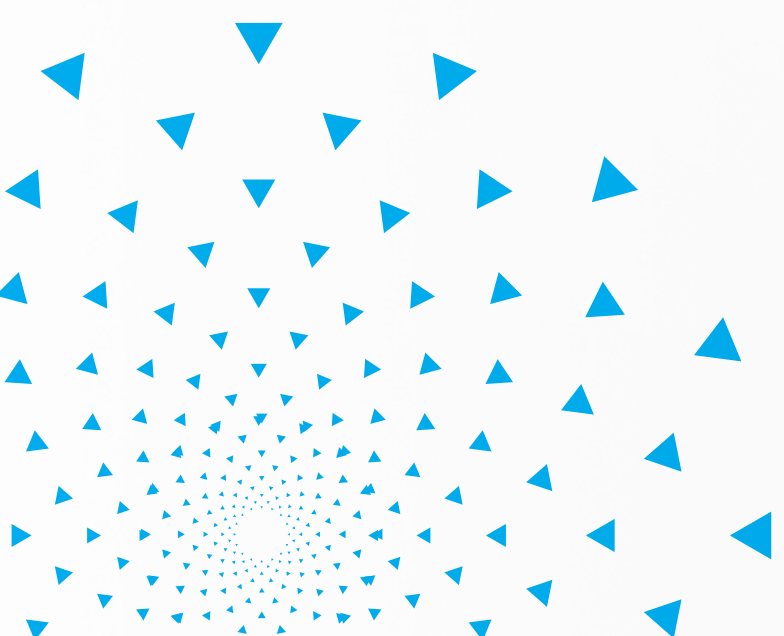
Summary of the framework
Leading the organisation

Core principle	What this means	Snapshot of member information, tools & resources
Implement business strategy	Strategy is the way organisations seek to achieve their 'purpose', their reason for existence. The strategy specifies what 'we do' and 'don't do' and results in initiatives designed to achieve defined organisational objectives.	• Accountability for strategy development and implementation • Enabling strategy delivery • Cascading work • Setting objectives, measures and targets • Monitoring and assuring strategy implementation
Design the organisation	Organisations exist to bring together and direct the work of many people towards a common business purpose. The organisation's structure is part of the delivery system for products and services. An effective organisational design, mobilised by capable leadership, is necessary for the delivery of strategy.	• The organisation design sequence • Horizontal design principles – designing functions and specialist groupings • Vertical design principles – designing levels of work • Accountabilities and authorities for organisational design
Design and maintain productive systems of work	Systems of work provide 'standardising' policies, methods and boundaries for work to be done. Systems of work typically include a set of interacting and interrelated elements such as roles, policies, procedures, forms and information and communication technologies. Well designed and implemented systems enable the delivery of the organisation's purpose and business objectives.	• What is a system of work • Systems and culture • Authorised and productive systems • Roles, accountabilities and authorities for systems of work • Principles of system design • Processes for designing/reviewing systems of work • Systems design templates • Systems of work checklist
Enable systemic trust and fairness	Productive work is enabled by systemic trust and fairness and is reduced by fear. Systemic trust is felt by employees through the established rules, procedures, custom and practice and their ability to rely upon others to be truthful and to do as they say. Organisations create systemic trust through their systems of work, part of which is the role of each employee's manager once removed.	• What is systemic trust and fairness • The minimum requirements for effective systems of work • The manager once removed's role building systemic trust and fairness • Accountabilities and authorities of managers once removed
Build workforce capability	The delivery of strategy and day-to-day outcomes depends on the effectiveness of every individual in the organisation. To have a capable and committed workforce requires a holistic and integrated approach to ensure capability needs are met for both the short term and long term.	• Attracting new skills and knowledge • Retaining skills and knowledge • Building new skills and knowledge • Talent identification and development • Removing staff with low skills or skills no longer required • Planning, measuring and reporting systems • Accountability for workforce capability

Leading people

Core principle	What this means	Snapshot of member information, tools & resources
Provide a safe working environment	The role of a manager is to achieve the business goals set for them and, at the same time, provide an environment that allows staff to be effective and satisfied with their work while developing their full potential. Besides any moral or legal obligation, managers cannot build strong manager - employee relationships or expect productive work in an unsafe work environment.	• Employee accountabilities for safety • Manager accountabilities for safety • Managers of managers accountabilities for safety • Corporate / specialists accountabilities for safety
Create effective roles and fill them with good people	Poor or incomplete definition of the work content of a role, unclear working relationships between roles, overlapping work boundaries or inappropriate authority can cause confusion and uncertainty and will ultimately result in poor performance and poor morale. To enable productive work managers must design `fully loaded' roles, at the right level of work and fill them with someone who has the individual capability to perform the role.	• A model for individual capability • A model for work • Designing effective roles • Matching accountability with authority • Sourcing and selecting the right person for the role
Effectively assign and assess work	Every manager at every level is accountable to achieve the business goals set for them. Effectively assigning and assessing work enables managers to create the conditions for individual success and to achieve business outcomes.	• How managers assign work • How to effectively assign a task • Assessing individual performance effectiveness
Develop team capability	Development of team members follows naturally when the manager reviews work and the individual's effectiveness. A manager creates opportunities to coach team members to see better ways to solve problems, run meetings, collaborate with others, comply with policies and to better use the organisation's resources.	• Accountability for employee development • Assessing individual capability • Ways to develop your team • Creating a development plan
Recognise and reward work	Managers create conditions in the workplace where all employees are in a position to see the organisation as a meritocracy – a place where people are rewarded on the basis of work performance, not seniority, technical skill or membership of a favoured group.	• When and how to recognise and reward work • About pay
Build teamwork	Teamwork is the way a manager and team members complete the tasks required, solve problems, share information, generate ideas and give and get advice. Successful managers know how to build a team and use their full capability to work together to deliver business outcomes.	• How to build great team work • Running effective team business meetings and problem solving meetings • Team meeting checklist
Enable continuous improvement and change	In addition to their day-to-day operational work, managers must identify ways for work to be done more effectively and efficiently. While continuous improvement forms part of the accountabilities of all employees, only managers are authorised to change the organisation's systems of work. When changes are required, it is the manager who creates the environment that enables the change to occur.	• Accountability for continuous improvement and change • Enabling continuous improvement • Leading change

Leading yourself

Core principle	What this means	Snapshot of member information, tools & resources
Understand your role	To be successful, managers must understand their role in the organisation. If managers do not have a clear understanding of their role, that is, what they are accountable to do and what authorities they have to do it, they cannot expect to be successful. This understanding goes beyond the technical and programming aspects and extends to their requirement to manage people.	• Manager role, accountabilities and authorities • Acting manager role, accountabilities and authorities • Supervisor/team leader role, accountabilities and authorities • Team member role, accountabilities and authorities
Understand and respect the role of others	Managers do not work only with their team. For an organisation to work effectively managers must understand the legitimate and complementary role of others in the organisation.	• Manager of managers accountabilities and authorities • Specialist/cross-functional roles, accountabilities and authorities • Project manager role, accountabilities and authorities • Committee role, accountabilities and authorities
Manage relationships	The use of good interpersonal skills (by everybody) will assist in establishing more constructive behaviours and provide the 'social glue' for people to work together. Interpersonal skills however, have limited value in a workplace and/or a working relationship which is otherwise flawed in its design or is subject to ineffective leadership. Strong working relationships arise from the nature of the social and physical context within which people relate, is 'system-based' and founded on mutual trust.	• Understanding yourself • Setting conditions for constructive working relationships • Managing conflict • Building a strong manager - employee relationship • Working with your own manager • Working with peers • Working with specialists/cross-organisational roles
Develop key managerial leadership skills and behaviours	While manager development is a critical issue for most organisations, many managers are still unclear of their role or do not have the knowledge, skills or experience required to perform their role effectively. Before development can occur organisations must define the knowledge and skills required for the role.	• Manager skills • Manager of managers skills • Manager behaviours

Applying the Leadership Framework	The Leadership Framework enables managers to create the essential conditions for productive work. Using the framework enables the delivery of business strategy and for employees to be effective and satisfied with their work while developing their full potential. It provides a way for managers to analyse and solve all people issue.	• Why managers fail
		• Integrated strategies to solve common organisational issues such as:
		  - improve organisational culture
		  - improve staff engagement
		  - manage performance issues

The Leadership Framework

**For further information
email enquiries@theleadershipframework.com.au
visit www.theleadershipframework.com.au
or call 0401 152 887** (+61 401 152 887)