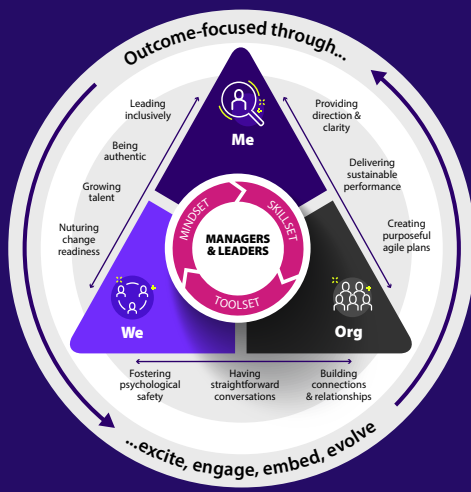


What good people management looks like in today's unpredictable global work environment



Management & Leadership Framework

New ways of working, growing complexity, greater expectations, and continuing uncertainty are challenging for everyone, including managers and leaders. Organisations, teams, and external stakeholders are asking more and more of them and they are feeling the pressure. Many are struggling to develop fast enough to cope, let alone thrive. Now is a great time to review and update what we all understand about management and leadership.

We believe everyone has the ability to be a great people manager / leader, but it takes care and attention to grow the capacity, capability, and confidence needed.

We've identified 10 capabilities managers and leaders need to be successful.



Leading inclusively

Evidence shows inclusive teams perform better, are more creative and have superior wellbeing. Being inclusive is more than words, and even actions, it begins with mindset. Belonging is a human need we all share, but our lived experience of it is not the same.



Being authentic

Research shows authenticity is associated with greater wellbeing, happiness, engagement, innovation, and retention. Authentic leaders are passionate about inspiring and empowering others. They self-know and self-show (with skill).



Growing talent

The best managers/leaders have a growth mindset for themselves and their teams. They identify and use the unique strengths of their team to deliver performance. They prioritise attracting, growing, retaining, and exporting talent for the benefit of the team and organisation.



Nurturing change readiness

Agile managers/leaders proactively read and act on signals of change. They are open to better ways of working and champion innovation. They understand the dynamics of change and attend to how others respond, actively supporting them through transition. They prioritise change resilience – their own and their team.



Creating purposeful, agile plans

Leaders need clear, compelling, and well managed plans to support individual, team and organisational success. The approach taken needs to be robust enough to deliver sustainable performance whilst being agile enough to respond to the changing environment. Plans and progress are reviewed regularly and transparently.



Providing direction, clarity & structure

All the team know where their role fits and how they contribute. Goals are aligned and well communicated. They know the 'why, what and how'. Guidance is given, but without micro-managing. The team feel informed, clear and up-to-date.



Delivering sustainable performance

Managers/leaders are outcome focused. They pay attention to the short and longer term. They are mindful of the wider impact of their decisions – on society, the environment and communities they serve. They manage performance at individual, team and organisational levels.



Fostering psychological safety

Being able to speak up is foundational for team creativity, performance, learning and wellbeing. A safe environment is not a soft one, nor is it always comfortable. There is an expectation of speaking up, high standards are encouraged, and mistakes are visible rather than hidden. Leaders have a pivotal role.



Having straightforward conversations

Leadership is all about conversations - about results, customers, strategy, learning, innovation, performance, wellbeing. Leaving people to guess what you really mean is rarely helpful. Great conversations can take courage, thoughtfulness and planning.



Building connections and relationships

The best manager/leaders build and nurture constructive relationships internally and externally. They take the time to really know others. They care about the enterprise beyond their own team. They pay attention to the impact they have on others, flexing their approach to get the best from others.

To learn more about our framework and core capabilities, please visit www.hemsleyfraser.com/framework