

## The Management and Leadership Competence Framework

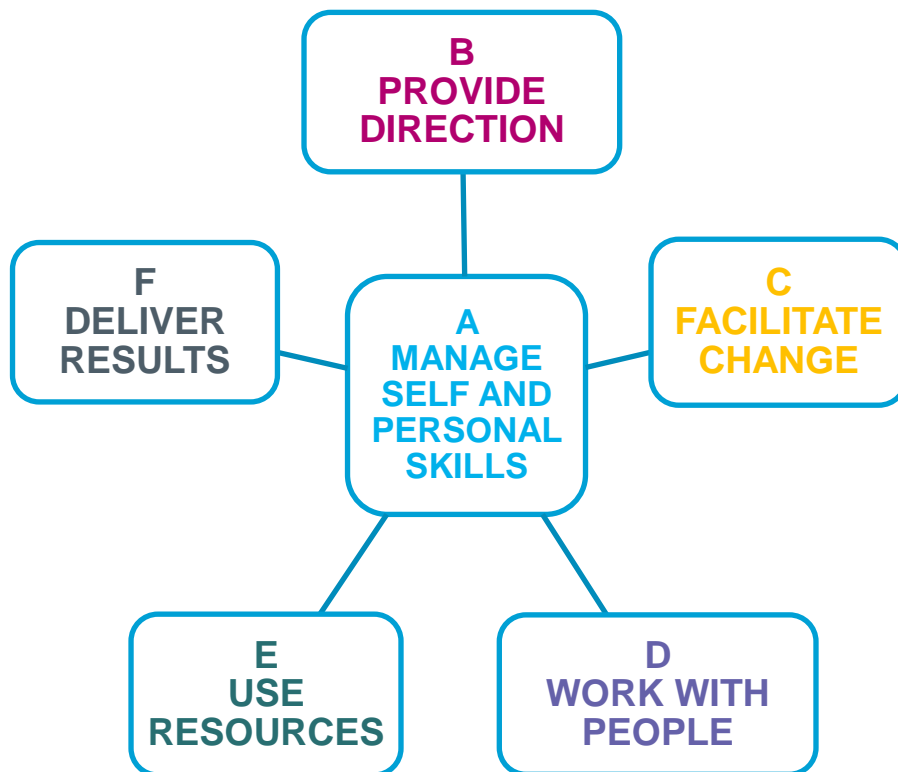
### Overview of the Framework

The M&L Competence Framework has been taken from the M&L National Occupational Standards. These were developed to cover all Management & Leadership-related job functions, across any industry, and a number of levels of responsibility and complexity.

These competences may be relevant to anyone who has a management or leadership role, or who undertakes management and leadership functions as part of their work.

The framework is organised into six themes:

- Managing Self
- Providing Direction
- Facilitating Innovation & Change
- Working With People
- Using Resources
- Achieving Results



Each of the Key Themes is further broken down into Key Areas, each of which has a number of associated competences.

<p><b>MANAGING SELF</b></p>	<p>AA1 Manage yourself AA2 Develop your knowledge, skills and competence AA3 Develop and maintain your professional networks</p>
<p><b>PROVIDING DIRECTION</b></p>	<p><b>Provide Leadership, vision and direction</b> BA1 Lead your organisation BA2 Provide leadership in your area of responsibility BA3 Lead your team BA4 Evaluate your organisation’s operating environment BA5 Develop your organisation’s vision and strategy BA6 Develop strategic business plans BA7 Promote equality of opportunity, diversity and inclusion BA8 Develop your organisation’s values and culture BA9 Develop operational plans</p> <p><b>Provide Governance</b> BB1 Manage risks to your organisation BB2 Develop, maintain and evaluate business continuity plans and arrangements BB3 Manage corporate social responsibility (CSR) BB4 Ensure compliance with legal, regulatory, ethical and social requirements</p>
<p><b>FACILITATING CHANGE AND INNOVATION</b></p>	<p>CA1 Identify and evaluate opportunities for innovation and improvement CA2 Plan change CA3 Engage people in change CA4 Implement change CA5 Evaluate change</p>
<p><b>WORKING WITH PEOPLE</b></p>	<p><b>Manage Human Resources</b> DA1 Plan the workforce DA2 Recruit, select and retain people DA3 Induct individuals into their roles DA4 Manage the redeployment of people DA5 Manage redundancies DA6 Initiate and follow disciplinary procedures DA7 Initiate and follow grievance procedures</p> <p><b>Manage Teams</b> DB1 Build teams DB2 Allocate work to team members DB3 Quality assure work in your team</p>

	<p>DB4 Manage people’s performance at work  DB5 Manage team communication  DB6 Support remote/virtual teams  DB7 Manage flexible working  DB8 Manage conflict in teams  DB9 Promote staff wellbeing</p> <p><b>Develop and support individuals</b>  DC1 Identify individuals’ learning needs and styles  DC2 Support individuals’ learning and development  DC3 Mentor individuals  DC4 Coach individuals  DC5 Help individuals address problems affecting their performance</p> <p><b>Build and sustain relationships</b>  DD1 Develop and sustain productive working relationships with colleagues  DD2 Develop and sustain productive working relationships with stakeholders  DD3 Develop and sustain collaborative relationships with other departments  DD4 Develop and sustain collaborative relationships with other organisations  DD5 Manage conflict in the broader work environment  DD6 Lead meetings to achieve specific objectives  DD7 Represent your area of responsibility in meetings</p>
<p><b>USING RESOURCES</b></p>	<p><b>Manage Financial Resources</b>  EA1 Identify and justify requirements for financial resources  EA2 Obtain financial resources  EA3 Manage the use of financial resources  EA4 Manage budgets</p> <p><b>Manage Physical and Technical Resources</b>  EB1 Provide healthy, safe, secure and productive working environments and practices  EB2 Obtain physical resources  EB3 Manage physical resources  EB4 Manage the environmental and social impacts of your work  EB5 Optimise effective use of technology</p> <p><b>Manage Information and Knowledge</b>  EC1 Promote knowledge management and sharing  EC2 Manage information, knowledge and communications systems  EC3 Develop knowledge and make it available  EC4 Communicate information and knowledge  EC5 Use information to take effective decisions</p>

	<p><b>Procure products and services</b>  ED1 Decide whether to produce or buy in products and/or services  ED2 Procure products and/or services  ED3 Select suppliers through a tendering process  ED4 Outsource business processes</p>
<p><b>ACHIEVING RESULTS</b></p>	<p><b>Manage Business Operations and Projects</b>  FA1 Implement and evaluate strategic business plans  FA2 Implement operational plans  FA3 Manage business processes  FA4 Manage programmes  FA5 Manage projects</p> <p><b>Manage Marketing</b>  FB1 Develop understanding of your markets and customers  FB2 Develop marketing plans  FB3 Implement marketing plans  FB4 Manage the development of products and services  FB5 Manage the marketing of products and services</p> <p><b>Manage Sales</b>  FC1 Plan and monitor the work of sales teams  FC2 Bid for contracts  FC3 Sell products and services</p> <p><b>Manage Customer Service</b>  FD Manage customer service  FD1 Develop a customer-focused organisation  FD2 Deliver products and services to customers  FD3 Manage customer service</p> <p><b>Manage Quality and Performance</b>  FE1 Manage quality assurance systems  FE2 Manage quality audits  FE3 Prepare for and participate in quality audits  FE4 Carry out quality audits  FE5 Manage continuous improvement</p>

Each competence statement within the framework can be further expanded to provide detail on the performance outcomes, knowledge and behaviours which indicate competence in that function. For more detailed view of the individual competence units you can access them [here](#).