



The Leadership & Management Standard

Helping to improve leadership one business at a time





Introduction

In a report by the “British Government entitled, *Leadership and Management – The Key to Sustainable Growth*”, it was identified that 43% of managers rate their line manager as ineffective. World-wide research repeatedly shows that leadership is the number one concern in

deciding the effectiveness of a business. This surpasses financial awareness, team working and technology, although innovation and creativity do come a relatively close second. The cost to business of ineffective leadership and management is estimated in the billions per year.

Dave Ulrich and Norm Smallwood of Harvard Business school say,

“Thousands of companies spend millions on leadership development, only to get lukewarm results. Why? They rely on competency models that identify generic traits. Then they try to find and build next generation leaders who fit the models. Results? Vanilla managers and executives who aren’t equipped to manage their firm’s unique challenges.”

In many organisations, the biggest stumbling block to improved business performance and profitability is the way leaders and managers approach their responsibilities.

Getting results through people is the essence of what leadership is about. The Leadership and Management Framework and Standard is designed to help organisations evaluate their approach into how leadership and management drives their business.

It uses ten key Principles to help identify and develop leadership and management ability for the present and the future.

The Standard provides a basis for:

Evaluation

An organisation can carry out a self-assessment against the Standard as a method of evaluating their current position in each of the ten areas. This will immediately identify which areas are strong and which areas would benefit from development.

Development

The Leadership and Management Standard provides a structure by which to identify and provide relevant training and development for managers at various levels. The content of the Standard, provides a basis for training, coaching or mentoring activities. The ten principles can also be an approach to performance reviews to keep leaders and managers focused and measured progress.

Assessment

The ten principles provide the basis by which an organisation can be assessed by an external Assessor, who brings a fresh set of eyes to the business.

Certain principles are core and provide the foundation for good leadership and management. To gain recognition as *"Committed to Leadership and Management"*, an organisation will need to be assessed against five of the ten principles. Three of those are mandatory and two are optional based on your current business needs. The mandatory Principles are:

- Strategic Positioning
- Leadership Principles
- People Engagement

To achieve **Accreditation**, an organisation will have been assessed against all ten principles and achieved the requirements of the principles.

All Recognised and Accredited organisations will need to be assessed every three years to maintain their status. However, continuous improvement checks are carried out each year in the form of an on-line review of progress made and plans for further development.

Strategy

The delivery of any strategy will require good leadership and management driving it, as well as people engaged in the execution. The Leadership and Management Strategy provides the opportunity to ensure that the business has considered what is needed from their managers at all levels when communicating and delivering the strategy.

Benchmarking

As organisations adopt and use the Leadership and Management Standard, it becomes possible to use other businesses as a benchmark of good practice. Every business is looking for effective measures that help them drive their business forward. Through assessment and achievement, businesses can establish areas for improvement and how they compare with other organisations in the market place.

Those that achieve accreditation will have access to information that will help them in this process.



Principle 1 – Strategic Positioning

What does this mean?

The aspiration, approach and culture of your business is defined and understood by leaders, managers and people.

Why is this important?

A business needs direction and purpose. Therefore, your business will have considered what it aspires to achieve, what approach or business model it needs, and what culture is required to drive success.

What this means in practice?

Senior Leaders

1. Senior leaders have defined the aspirations and purpose of the business.
2. Senior leaders have defined the business's approach to market and the culture needed to deliver on their aspirations.
3. Senior leaders can explain the evaluation process for measuring and improving the performance of the business.
4. Senior leaders can explain how they ensure the culture and associated values are correct for the business and continue to drive high performance.

Leaders

5. Leaders and managers understand the aspirations of the business and why the defined approach to market is important.
6. Leaders and managers explain why the chosen culture best fits the business and they can provide examples of how it drives performance.

People

7. People can confirm that they understand the aspiration, approach to market and culture, and the benefits that these bring to the business (at a level appropriate to their role).



Principle 2 – Governance

What does this mean?

Your leaders and managers practice general principles of sound business governance and understand the assurance for investors, owners, stakeholders and staff that this provides.

Why is this important?

Depending on the geographical location, the industry sector, and the scope of the business, leaders and managers are familiar with relevant laws requiring governance. Leaders and managers show how guidance is given when decisions are made on governance and compliance. Leaders and managers aspire to the practice of good governance.

What this means in practice?

Senior Leaders

1. Senior leaders have clearly demonstrated the commitment required to be compliant, and can describe what compliance means at every level of the business.
2. Senior leaders periodically review the governance arrangements in the business to ensure that the evidence shows that these are effective.
3. Senior leaders differentiate between strategic aims, business planning and operational practice, and ensure these are actioned as efficiently as possible, including considering input from the various stakeholders.
4. Senior leaders regularly report business progress to the legally accountable people / organisations (internal and external to the business), and respond appropriately to feedback and guidance provided.

Leaders

5. Leaders and managers can explain what good governance is and can demonstrate how their leadership and management business practice aligns with this.

People

6. People can describe and provide examples of good governance decision making at all levels of the business.
7. People express confidence in the way that the business is governed, and how the quality of decisions are made.



Principle 3 – Leadership Principles

What does this mean?

Your approach to leadership and management has been defined.

Why is this important?

To achieve aspirations that are supported by a consistent culture, your business will have considered what approach to leadership and management is required at every level. This includes the structure, roles and responsibilities of leaders and managers and the skills, knowledge and behaviours that are needed to deliver results while following the principles of responsible leadership.

What this means in practice?

Senior Leaders

1. Senior leaders have defined the structure needed and how this will drive and improve the business's performance, support its aspirations, approach to market, working practices and responsible leadership.
2. Senior leaders define the requirements (knowledge, skills and behaviours (including coaching and mentoring) that leaders and managers need to contribute to the business's aspirations and performance.

Leaders

3. Leaders and managers understand and can describe the business's leadership and management requirements, including the reporting structure.
4. Leaders and managers understand and can describe how effective leadership and management will drive and improve the performance of the business, teams and individuals and how progress will be measured.

People

5. People can confirm that they understand the defined structure and approach to leadership and management and how this contributes to the business's performance, its aspiration, approach to market and culture.



Principle 4 – Leadership Behaviours

What does this mean?

Your leaders and managers have the understanding, qualities and skills to create a workplace that engages people and motivates them to deliver exceptional performance.

Why is this important?

Having defined what you expect from your leaders and managers (Principle 3), it is important to carefully review your present leaders and managers against the approach that you defined and support their development as required.

What this means in practice?

Senior Leaders

1. Senior leaders can explain how they set an example that demonstrates and supports the approach that has been determined by the business's defined leadership principles.
2. Senior leaders can provide examples of how they are developing leaders and managers across the business in line with the defined leadership requirements.

Leaders

3. Leaders and managers can give examples of their practical use of the defined approach to leadership and management that the business has chosen.
4. Leaders and managers can describe how they coach and mentor other managers and their people so that the defined approach to leadership and management becomes embedded throughout the business.

People

5. People confirm that the defined approach to leadership and management generates commitment, enables and encourages them to be they best they can be in the interests of the success of the business.
6. People can explain (at a level appropriate to their role) how effective leadership and management supports them in their role and the performance of their team and the business.
7. People can confirm that coaching and mentoring (formal or informal) is available to help them improve their performance and add value.



Principle 5 – People Engagement

What does this mean?

Your leaders and managers are effective in engaging people to improve business performance.

Why is this important?

Engendering commitment and encouraging improved performance from your people is one of the essential foundations upon which great leadership is built. Your leaders and managers create the type of environment that involves people and inspires them to deliver exceptional performance through creativity and engagement. Leaders and managers have the structures in place to ensure people can be engaged whilst ensuring the required performance is sustained.

What this means in practice?

Senior Leaders

1. Senior leaders define what strategy or approach they have taken to develop a culture of engagement and creativity in the business.
2. Senior leaders define how people are encouraged to become involved and take ownership for their contribution and engage with the business effectively.
3. Senior leaders seek continuous improvement, innovation and creativity that contributes to the engagement of people in the delivery of the business's performance, its aspiration, approach to market and culture.
4. Senior leaders measure the effectiveness of their people engagement at all levels.

Leaders

5. Leaders and managers can explain the strategy and/or approach the business has to developing a culture of engagement and creativity, what this requires of them and how it has been applied.
6. Leaders and managers can give examples of the benefits gained from the effective use of the defined strategy or approach to people engagement and creativity.

People

7. People can describe the business's approach to engagement and creativity and confirm this enables them to take ownership of their role, collaborate with others and engage with the business as a whole.



Principle 6 – People Development

What does this mean?

Your leaders and managers are effective in developing their people to improve business performance.

Why is this important?

Helping people learn and develop while at work is a core leadership and management attribute. Leaders and managers understand how people learn and take every opportunity to support and encourage people to grow and develop the skills, knowledge and behaviours needed.

What this means in practice?

Senior Leaders

1. Senior leaders define the learning and development strategy for the business to ensure people at all levels are given the support they need to develop the appropriate knowledge, skills and behaviours required to contribute to the business's aspirations, approach to market and culture.

Leaders

2. Leaders and managers identify the learning and development needs at business, team and individual levels. The resources and plans to implement the requirements and precise outcome measurements are all defined and in place.

3. Leaders and managers have an understanding of how people learn and the mix of learning opportunities available.

4. Leaders and managers can describe the overall investment made by the business to the development of people.

5. Leaders and managers can explain how the outcome measurements set within the learning and development plans have improved the performance of the business and contributed to its aspiration, approach to market and culture.

People

6. People can confirm that they are provided with the support they need to develop the knowledge, skills and behaviours required for the business to be successful; and can give examples of how they have developed and grown within their role.

7. People can give examples of how the outcome measurements set for their learning and development have improved their performance and the performance of their team and the business.



Principle 7 – Recruitment and Selection

What does this mean?

Your recruitment and selection strategies are efficient and effective and meet the needs of the business.

Why is this important?

If your business is going to be successful in bringing value to the market, it will have considered the knowledge, skills, attitudes and talents that will be needed from future employees. With this in mind, your leaders and managers follow transparent processes for the recruitment, selection and progression of people that fit the aspirations and culture of the business at all levels.

What this means in practice?

Senior Leaders

1. Senior leaders define the recruitment and selection strategy of the business and how this contributes to the business's aspiration, approach to market and culture.

Leaders

2. Leaders and managers understand and can describe the recruitment and selection approach and process, their role within it, and how this contributes to the business's aspirations, approach to market and culture.

3. Leaders and managers actively undertake the recruitment and selection of people (including leaders and managers) with the values and behaviours that match those defined by the business.

People

4. People believe that the recruitment and selection approach and process is transparent and fair.

5. People confirm that the approach and process results in the recruitment of people with the values and behaviours which contributes to the achievement of the business's aspirations, approach to market and culture.



Principle 8 – Financial & Commercial Awareness

What does this mean?

Your leaders and managers are financially literate and competent.

Why is this important?

Financial astuteness is critical to business success. Your business places emphasis on making sure that its leaders and managers have a sound understanding of corporate finance and how financial situations impact on a business.

What this means in practice?

Senior Leaders

1. Senior leaders define what depth of commercial acumen and understanding of business finance required by people at all levels within the business.
2. Senior leaders make sure that they and their people have a sound understanding of business finance and commercial aptitude (relevant to their role) through education, training and learning reflections of their in-work experience.
3. Senior leaders understand the importance of taking quality decisions, which are moderated and informed by financial implications and situations that the business encounters.

Leaders

4. Leaders and managers can explain the commercial aptitude and relevant depth of financial knowledge that relates to their role, and how this supports them to perform their roles effectively.
5. Leaders and managers describe and give examples of how they use appropriate financial considerations within their management practice and decision making.

People

6. People give reasons as to why they have confidence in the financial acumen of their leaders and managers.
7. People explain how they are encouraged to apply commercial acumen when making decisions within their job.



Principle 9 - Succession Planning

What does this mean?

There is clear succession planning at all levels of the business.

Why is this important?

For your business to sustain its performance, it has to consider and plan for every eventuality and the future. It is critical to ensure that you are not solely dependent on an individual or group of individuals and that succession and progression plans are both in place. These are designed to make the most of talents / abilities within your business and also identify how you can harness any relevant external sources of talent.

What this means in practice?

Senior Leaders

1. Senior leaders have defined the business's strategy to succession at all levels to assure continuity and improvement of the business's performance.
2. Senior leaders define how people are given the opportunity to make the most of their abilities within the business, and where appropriate contribute to the succession plans.

Leaders

3. Leaders and managers can describe how the business's approach to succession planning impacts on the performance discussions held with their people.
4. Leaders and managers can confirm that they provide people with the information, advice and guidance that ultimately supports them to plan and develop.

People

5. People can confirm that they understand the business's approach to succession planning and that they receive information, advice and guidance that helps them plan their careers.



Principle 10 - Anticipating Future Business and Leadership Needs

What does this mean?

The business challenges its approach to leadership and management to anticipate future business needs.

Why is this important?

Measurement is essential to monitoring progress and identifying areas for improvement. Your business uses a blend of effective measurements and feedback channels to enable it to monitor the performance of its leaders and managers, and then puts plans in place for continuous improvement activity. Your aspirations, strategy, culture and approach to leadership and management evolve as a result.

What this means in practice?

Senior Leaders

1. Senior leaders define how the business evaluates their future business prospects and commercial trends using internal and external forms of comparative review.
2. Senior leaders define methods that are used to understand the business's leadership and management needs in line with its future business prospects and how they will review and / or benchmark the quality of their leadership and management.
3. Senior leaders can give examples of how creativity and innovation are used to continually respond to changes to the internal and external business environment.
4. Senior leaders define the methods used to monitor and review their Board's corporate governance and what steps are in place to make necessary adjustments.

Leaders

5. Leaders and managers are aware of the internal and external commercial trends that require the business to adapt and the impact that may have on their leadership and management approach.
6. Leaders and managers can explain how they review and evaluate their own capabilities as a leader and use this to inform their own development to deliver on the future aspirations of the business.
7. Leaders and managers can explain how they review and evaluate people leadership, people management and people development and use this learning to shape the future.



Achieving the Leadership & Management Standard

There are a number of unique characteristics to the Leadership and Management Standard.

- This is a Leadership and Management Standard and not a People Standard. It is probably the only Standard aimed exclusively at Leadership and Management. It covers elements such as Governance, Finance and Succession Planning.
- Principle 10, which is aimed at the future and not the present. Most Standards assess your current position and practices. Principle 10 looks at how the organisation is gearing up for the future requirements of their leaders and managers.
- The Leadership and Management Standard is designed to challenge an organisation and help them focus on what is important to them about leadership and management.
- The Standard can be attached onto any other Standard an organisation is being assessed against, so as to enhance the benefits of their existing Standard.
- An organisation does not have to achieve all the elements of the Standard to be recognised. An organisation can be awarded a 'Commitment to Leadership and Management' by achieving the three mandatory Principles required and then two optional Principles relevant to their business.



To be recognised as 'Committed to Excellence in Leadership and Management'

To achieve '*Committed to Excellence in Leadership and Management*' an organisation needs to achieve three mandatory Principles and two optional Principles.

The three mandatory Principles:

Principle 1 – Strategic Positioning

The aspiration, approach and culture of your organization is defined and understood by leaders, managers and people.

Principle 3 – Leadership Principles

Your organisations approach to leadership and management has been defined.

Principle 5 – People Engagement

Leaders and managers are effective in engaging and developing people to improve business performance.

The two optional Principles are any of the remaining seven Principles the organisation chooses which are relevant to their business.

To be accredited against the 'Leadership and Management' Standard

To achieve the full Standard, an organisation needs to be assessed against all ten of the Principles that make up the Standard. The accreditation lasts for three years, at which stage an organisation will need to be reassessed.

At the end of the assessment, the organisation will gain feedback that will help it identify areas for improvement. Every twelve months an organisation will discuss progress with their assessor as part of the continuous improvement the Standard is designed to encourage.

Once an organisation has achieved the Standard, it is possible for an organisation to split the assessment up over the three years and be assessed against a third of the Standard each year. We aim to be flexible to meet the customer's needs, while at the same time not compromising on the quality of the assessment process.

As an attachment to an Existing Standard

If an organisation is currently being assessed against a Standard (for example Customer Service Excellence) they can add the Leadership and Management Standard to their assessment, and gain extra recognition and benefit.

By using this approach, an organisation can add significant value to their existing assessment, save money and time and achieve further recognition.

The requirement would be that the organisation is assessed against the three mandatory Principles, Principle one, Strategic Positioning, Principle three, Leadership Principles and Principle five, People Engagement. The organisation would then achieve a Leadership & Management PLUS Certificate.



Next Steps

What do I need to do next?

Here the different methods you can use to get hold of us:

Talk to a human being: *020 3880 5059*

Send us a quick note and get a call back: *info@excellencesquared.com*

<http://excellencesquared.com/leadership-and-management/>