



## Developing a Conscious Leadership Capability Framework

Your Leadership framework should cover all the capabilities your leaders need to embody to be successful in your business context; considering the business's purpose, stakeholders, community, industry, products, and financial stability requirements. It therefore needs to include technical skills, strategic skills, personal qualities and behaviors.

Here are basic steps for developing a capability framework:

1. Define the purpose and use of the framework
  - a. **Why** do we want a framework?
  - b. **How** will we plan to use it? (*Eg, you may use it as criteria for hiring & promotion, information for onboarding new leaders, as the basis for leadership development, for use in establishing compensation or bonuses, or it could be used for all of these, to provide consistent expectations across the leadership in the organization*)
2. Bring together a team of people to develop it. Ideally this team should include aligned leaders (champions) from each area of the business that will use it.
3. Collect information
  - Observe your best leaders in action, and interview them using a structured questionnaire.
  - Create a questionnaire for all leaders to complete.
  - Analyze the leadership roles over the full cycle; What are the critical projects and tasks they have through the year? What training, skills, abilities enable them to do these things well?
  - Look at leaders who have not been successful in the organization over the past two years, and analyse why that happened. What training, skills, and abilities were they missing, or did something else create a gap?
4. Evaluate, analyze, and group the information
  - What are the abilities, skills and behaviors that come up frequently?
  - How can different roles be categorized into groups or job families?
  - What capability is needed at the frontline levels of leadership, compared to what is needed at senior levels?
5. Develop draft leadership capabilities. Validate and finalize the framework (A facilitated series of workshops with the team established at the beginning can be a good way to do this).
6. Implement the framework to use in the ways identified in 1(b) above.