

# Leading & Managing Framework

*Practices that enable work groups and organizations to face challenges and achieve results*

## Leading

### SCANNING



- Identify client and stakeholder needs and priorities.
- Recognize trends, opportunities, and risks that affect the organization.
- Look for best practices.
- Identify staff capacities and constraints.
- Know yourself, your staff, and your organization — values, strengths, and weaknesses.

**ORGANIZATIONAL OUTCOME:** *Managers have up-to-date, valid knowledge of their clients, the organization, and its context; they know how their behavior affects others.*

### FOCUSING



- Articulate the organization's mission and strategy.
- Identify critical challenges.
- Link goals with the overall organizational strategy.
- Determine key priorities for action.
- Create a common picture of desired results.

**ORGANIZATIONAL OUTCOME:** *Organization's work is directed by well-defined mission, strategy, and priorities.*

### ALIGNING / MOBILIZING



- Ensure congruence of values, mission, strategy, structure, systems, and daily actions.
- Facilitate teamwork.
- Unite key stakeholders around an inspiring vision.
- Link goals with rewards and recognition.
- Enlist stakeholders to commit resources.

**ORGANIZATIONAL OUTCOME:** *Internal and external stakeholders understand and support the organization's goals and have mobilized resources to reach these goals.*

### INSPIRING



- Match deeds to words.
- Demonstrate honesty in interactions.
- Show trust and confidence in staff, acknowledge the contributions of others.
- Provide staff with challenges, feedback and support.
- Be a model of creativity, innovation, and learning.

**ORGANIZATIONAL OUTCOME:** *Organization displays a climate of continuous learning and staff show commitment, even when setbacks occur.*

## Managing

### PLANNING



- Set short-term organizational goals and performance objectives.
- Develop multi-year and annual plans.
- Allocate adequate resources (money, people, and materials).
- Anticipate and reduce risks.

**ORGANIZATIONAL OUTCOME:** *Organization has defined results, assigned resources, and an operational plan.*

### ORGANIZING



- Ensure a structure that provides accountability and delineates authority.
- Ensure that systems for human resource management, finance, logistics, quality assurance, operations, information, and marketing effectively support the plan.
- Strengthen work processes to implement the plan.
- Align staff capacities with planned activities.

**ORGANIZATIONAL OUTCOME:** *Organization has functional structures, systems, and processes for efficient operations; staff are organized and aware of job responsibilities and expectations.*

### IMPLEMENTING



- Integrate systems and coordinate work flow.
- Balance competing demands.
- Routinely use data for decision making.
- Coordinate activities with other programs and sectors.
- Adjust plans and resources as circumstances change.

**ORGANIZATIONAL OUTCOME:** *Activities are carried out efficiently, effectively, and responsively.*

### MONITORING & EVALUATING



- Monitor and reflect on progress against plans.
- Provide feedback.
- Identify needed changes.
- Improve work processes, procedures, and tools.

**ORGANIZATIONAL OUTCOME:** *Organization continuously updates information about the status of achievements and results, and applies ongoing learning and knowledge.*