

Leadership and People Management Framework

CORE UNITS								Elective Units
Key Attributes	Passion • Initiative • Entrepreneurship • Open-Mindedness • Charisma • Resilience • Dynamism • Reliability • Versatility • Integrity							
Competency Category	Lead with Vision	Drive Change	Build Relationships	Develop People	Achieve Results	Personal Effectiveness		
Themes	Direction and strategy Corporate governance and social responsibility Organisation culture development Inspiring commitment	Innovation Process improvement Identification of change opportunities Risk taking	Encouraging participation Building teams Business networking Promoting diversity Conflict management	Coaching and mentoring Learning and development Employee engagement Encouragement Empowerment	Performance management Delegation Accountability Crisis and risk management Resource management	Self awareness and development Ethics Ambiguity / uncertainty Role modelling Communication		
Definition	Leaders set an inspiring vision for the future and align their organisation culture with the vision. They create commitment and chart a course of action that will fulfil the vision.	Leaders identify and initiate opportunities for change and enable others to embrace process and organisation change. They challenge the status quo and promote innovation and create an environment conducive to change.	Leaders establish and maintain a wide and relevant network of colleagues and strategic partners. They promote the development of positive working relationships, respect diversity and develop team cohesiveness.	Leaders proactively seek opportunities to engage their staff and develop their capabilities. They share leadership and develop talent by empowering others and enhancing their ability to perform.	Leaders hold self and others accountable for achieving results. They organise their resources, provide clear direction, monitor performance and develop contingencies to achieve the agreed results.	Leaders demonstrate self awareness and are committed to self development to capitalise on their strengths and address their weaknesses. They promote organisation values and ethics by role modelling desired behaviours. They persuade and positively influence others through effective communication.		
Transformational	6	Vision Leadership <i>RET-LPM-6002-1.1</i>	People Change Management <i>INP-BIN-6127-1.1</i>	Organisational Relationship Building <i>RET-PMD-6004-1.1</i>	People Development <i>RET-PMD-6002-1.1</i>	People and Performance Management <i>INP-PDV-6049-1.1</i>	Personal Effectiveness <i>RET-PMD-6005-1.1</i>	Effective Board Member <i>RET-PRM-6002-1.1</i>
	5	Vision Leadership <i>RET-LPM-5002-1.1</i>	People Change Management <i>INP-BIN-5127-1.1</i>	Organisational Relationship Building <i>RET-PMD-5004-1.1</i>	People Development <i>RET-PMD-5002-1.1</i>	People and Performance Management <i>INP-PDV-5049-1.1</i>	Personal Effectiveness <i>RET-PMD-5005-1.1</i>	
Managerial	4	Vision Leadership <i>RET-LPM-4002-1.1</i>	People Change Management <i>INP-BIN-4127-1.1</i>	Organisational Relationship Building <i>RET-PMD-4004-1.1</i>	People Development <i>RET-PMD-4002-1.1</i>	People and Performance Management <i>INP-PDV-4049-1.1</i>	Personal Effectiveness <i>RET-PMD-4005-1.1</i>	
	3	Vision Leadership <i>RET-LPM-3002-1.1</i>	People Change Management <i>INP-BIN-3127-1.1</i>	Organisational Relationship Building <i>RET-PMD-3004-1.1</i>	People Development <i>RET-PMD-3002-1.1</i>	People and Performance Management <i>INP-PDV-3049-1.1</i>	Personal Effectiveness <i>RET-PMD-3005-1.1</i>	
Operational	2							
	1							

Version Control Record

Version	Effective Date	Changes	Author
1	31-Jan-19	Initial version	SSG (SDD)

Leadership and People Management Framework

With effect from 1 April 2019, the Leadership and People Management (LPM) WSQ will be transited to the Skills Framework construct. The following Competency Map for LPM WSQ will be replaced by the revised Competency Map above, which portrays the Technical Skills and Competencies (TSCs) that the LPM WSQ standards will be transited to.

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Transformational	6	Lead Organisation to Develop Organisational Strategic Priorities, Culture and Governance <i>LPM-VIS-601C-0</i>	Facilitate Innovation and Lead Change at the Organisational Level <i>LPM-CHG-601C-0</i>	Establish Organisational Relationships and Lead Organisational Diversity <i>LPM-RLT-601C-0</i>	Lead Organisational Succession Planning, Capability Development and Employee Engagement <i>LPM-DEV-601C-0</i>	Monitor Organisational Performance and Develop Reward Strategies to Lead Achievement of Results <i>LPM-RES-601C-0</i>	Develop Self to Maintain Professional Competence to Lead an Organisation <i>LPM-PER-601C-0</i>	1. Build Positive Relationships with the Board <i>LPM-GEN-601E-0</i> 2. Represent and Promote the Organisation <i>LPM-GEN-602E-0</i> 3. Act as an Effective Board Member <i>LPM-BRD-601E-0</i>
	5	Lead Managers to Develop Organisational and Governance Strategies <i>LPM-VIS-501C-0</i>	Facilitate Innovation and Lead Managers to Manage Change <i>LPM-CHG-501C-0</i>	Foster Business Relationships and Organisational Diversity <i>LPM-RLT-501C-0</i>	Develop Managers and High Potential Employees through Organisational Talent Capability Review <i>LPM-DEV-501C-0</i>	Monitor Divisional Performance and Develop Reward Strategies to Facilitate Achievement of Results <i>LPM-RES-501C-0</i>	Develop Self to Maintain Professional Competence at Senior Management Level <i>LPM-PER-501C-0</i>	
Managerial	4	Lead Team Leaders to Develop Business Strategies and Governance Management <i>LPM-VIS-401C-0</i>	Facilitate Innovation and Lead Team Leaders to Implement Change <i>LPM-CHG-401C-0</i>	Cultivate Workplace Relationships and Diversity <i>LPM-RLT-401C-0</i>	Develop Team Leaders through Capability Development and Coaching <i>LPM-DEV-401C-0</i>	Monitor and Reward Performance Across Teams to Manage Achievement of Results <i>LPM-RES-401C-0</i>	Develop Self to Maintain Professional Competence at Managerial Level <i>LPM-PER-401C-0</i>	
	3	Lead Team to Develop Operational Plan <i>LPM-VIS-301C-0</i>	Lead Team to Implement Change <i>LPM-CHG-301C-0</i>	Build Team Relationships <i>LPM-RLT-301C-0</i>	Develop and Motivate Team Members through Capability Development <i>LPM-DEV-301C-0</i>	Monitor and Reward Performance in a Team to Support Achievement of Results <i>LPM-RES-301C-0</i>	Develop Self to Maintain Professional Competence at Supervisory Level <i>LPM-PER-301C-0</i>	
Operational	2							
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