

CAPABILITY MATRIX

with potential differences in practice by level

Leading inclusively	Manager of people	Manager of managers/Mid	Business area leader/Snr	Executive/C Suite
Evidence shows inclusive teams perform better, are more creative and have superior wellbeing. Being inclusive is more than words, and even actions, it begins with mindset. Belonging is a human need we all share, but our lived experience of it is not the same.	Knows and values all the team as individuals. Fosters a team climate of belonging. Grows team understanding of diversity, equity, and inclusion.	Holds themselves and others accountable for inclusive behaviour Actively seeks and listens to diverse perspectives. Provides equity of access to work and opportunities.	Consistently role models inclusive leadership. Considers the potential impact of decisions on under-represented groups. Promotes collaboration and appreciation across teams.	Establishes and reinforces formal and informal inclusive policies and practices. Promotes opportunities for under-represented groups. Use diverse contributions to shape strategic thinking.
Being authentic	Manager of people	Manager of managers/Mid	Business area leader/Snr	Executive/C Suite
Research shows authenticity is associated with greater wellbeing, happiness, engagement, innovation, and retention. Authentic leaders are passionate about inspiring and empowering others. They self-know and self-show (with skill).	Invests in self-awareness for themselves and the team. Consistently demonstrates values in words and actions. Encourages others to express themselves authentically.	Creates a climate where people can be themselves. Pays attention to how others experience them. Communicates honestly and in plain language.	Share their own self-development with others. Shares their lived experience and is curious about others. Decision making is coherent with values and principles.	Models their humanity and in communications. Puts people at ease so they can be more of themselves. Ensures org values are brought to life.
Growing Talent	Manager of people	Manager of managers/Mid	Business area leader/Snr	Executive/C Suite
The best managers/leaders have a growth mindset for themselves and their teams. They identify and use of the unique strengths of their team to deliver performance. They prioritise attracting, growing, retaining, and exporting talent for the benefit of the team and organisation.	Identifies and uses people's unique strengths. Provides regular feedback and coaching and coaching for development. Promotes a growth mindset in themselves and others.	Creates stretch opportunities to work across boundaries. Enables continuous team learning, invests in re-skilling, and up-skilling. Prioritizes growing and retaining diverse talent.	Regularly checks they are in the 'learning zone' personally as well as the team. Actively promotes a learning culture. Prepares successors and is a net exporter of talent to the wider organization.	Ensures strong succession where it is needed most, a healthy and diverse pipeline, and proactive investment in future capabilities. Is a champion of future skills and continuous learning.
Nurturing change readiness	Manager of people	Manager of managers/Mid	Business area leader/Snr	Executive/C Suite
Agile managers/leaders proactively read and act on signals of change. They are open to better ways of working and champion innovation. They understand the dynamics of change and attend to how others respond, actively supporting them through transition. They prioritise change resilience – their own and their team.	Identifies and uses people's unique strengths. Provides regular feedback and coaching and coaching for development. Promotes a growth mindset in themselves and others.	Creates stretch opportunities to work across boundaries. Enables continuous team learning, invests in re-skilling, and up-skilling. Prioritizes growing and retaining diverse talent.	Regularly checks they are in the 'learning zone' personally as well as the team. Actively promotes a learning culture. Prepares successors and is a net exporter of talent to the wider organization.	Ensures strong succession where it is needed most, a healthy and diverse pipeline, and proactive investment in future capabilities. Is a champion of future skills and continuous learning.
Fostering psychological safety	Manager of people	Manager of managers/Mid	Business area leader/Snr	Executive/C Suite
Being able to speak up is foundational for team creativity, performance, learning and wellbeing. A safe environment is not a soft one, nor is it always comfortable. There is an expectation of speaking up, high standards are encouraged, and mistakes are visible rather than hidden. Leaders have a pivotal role.	Creates the conditions so the team are able to speak up (SPEAK framework). Helps team members to learn from mistakes. Addresses behaviour that makes others feel unsafe.	Champions psychological safety – for managers and their teams. Encourages and shares best practice across teams. Seeks and appreciates counter views and challenge.	Expects and encourages leadership teams to speak up. Is on the lookout for issues that impact organizational, team, or individual safety. Creates time to hear voices across the organisation.	Responds positively when people share what's really going on for them. Creates mechanisms to making it easier to speak up. Ensures safety is measured and discussed.

Having straightforward conversations	Manager of people	Manager of managers/Mid	Business area leader/Snr	Executive/C Suite
Leadership is all about conversations - about results, customers, strategy, learning, innovation, performance, wellbeing. Leaving people to guess what you really mean is rarely helpful. Great conversations can take courage, thoughtfulness and planning.	Creates a space for effective conversations. Has regular, open dialogue, 1:1 and as a team. Reflects and learns from challenging conversations.	Has a range of 1:1 and group processes to enable productive conversations. Ensures a flow of constructive feedback in all directions across teams. Communicates openly and clearly.	Hosts internal and external conversations with strong purpose, rapport, progress. Fosters a climate of candour and respect. Doesn't shy away from tough conversations or 'hard to hear' messages.	Ensures the top teams have a reputation of straightforward and effective conversations and decision making. Sets high standards for communications and ensures they are met.
Building connections and relationships	Manager of people	Manager of managers/Mid	Business area leader/Snr	Executive/C Suite
The best manager/leaders build and nurture constructive relationships internally and externally. They take the time to really know others. They care about the enterprise beyond their own team. They pay attention to the impact they have on others, flexing their approach to get the best from others.	Takes time to get to know colleagues as people. Trusts others, and is trusted by them. Supports the team to be connected with each other. Fosters a climate where it's OK to disagree, constructively	Encourages trust and sharing of resources across teams. Collaborates with peers and develops a strong network. Considers the impact of their actions on others and adapts their approach according. Manages conflict positively.	Cultivates a sense of community within their business area. Champions enterprise-level leadership, removing silos. Cultivates a diverse network. Boosts creativity through constructive contention and mining alternative views.	Takes time to solicit views and opinions from different levels in the organisation. Is an ambassador for the organization and Exec – internally and externally. Nurtures positive social influence and impact.
Creating purposeful, agile plans	Manager of people	Manager of managers/Mid	Business area leader/Snr	Executive/C Suite
Leaders need clear, compelling, and well managed plans to support individual, team and organizational success. The approach taken needs to be robust enough to deliver sustainable performance whilst being agile enough to respond to the changing environment. Plans and progress are reviewed regularly and transparently.	Encourages participation in the planning process. Regularly reviews and updates plan so they are relevant, compelling and effective. Ensure the team is able to respond to changing priorities if needed.	Translates strategic plans into accessible direction. Uses a breadth of evidence to inform plans and decisions. Ensures plans are robust but manageable, breaking into parts if necessary.	Balances responsive and proactive agility, anticipating or reading trends and reviewing plans. Provides a compelling future-focused vision and direction Bridges the gap between strategy and tactics.	Ensures the organizational purpose is compelling, internally and externally. Monitors and adjusts strategic plans to ensure sustained success. Ensures the organization is sufficiently agile.
Providing direction, clarity & structure	Manager of people	Manager of managers/Mid	Business area leader/Snr	Executive/C Suite
All the team know where their role fits and how they contribute. Goals are aligned and well communicated. They know the 'why, what and how'. Guidance is given, but without micro-managing. The team feel informed, clear and up-to-date.	Ensures goals and objectives are understood and aligned. Encourages the team to take ownership for their contribution. Regularly communicates updates and progress.	Prioritizes the alignment of goals and objectives across the team and organization Inspires and encourages accountability. Problem solves creatively and collaboratively, making use of evidence and data.	Ensures standards are clear and understood, but not suffocating. Shares progress internally and externally. Uses analytics effectively for decision making, embracing apparent contradictions.	Ensures plans are robust, evidence-led, understood. Ensures appropriate checks and governance are in place and fit for purpose. Delivers accountabilities of Executive position.
Delivering sustainable performance	Manager of people	Manager of managers/Mid	Business area leader/Snr	Executive/C Suite
Delivering sustainable performance Managers/leaders are outcome focused. They pay attention to the short and longer term. They are mindful of the wider impact of their decisions – on society, the environment and communities they serve. They manage performance at individual, team and organisational levels.	Motivates individual and team performance – in the short and longer term. Pays attention to wellbeing and team resilience. Focused on outcome not just activity.	Finds creative ways to connect individual values to organizational goals. Prioritises wellbeing at all levels. Displays, and expects, accountability for outcomes.	Actively considers the impact of their decisions on society, environment, communities. Measures impact in both short and longer term. Encourages participation in the wider communities.	Maximizes and sustains organizational performance. Measures organizational and leader impact in both the short and longer term.

A capability is a combination of capacity and ability. Capabilities can operate at an organizational, team and individual level. At the individual level, each capability requires a combination of mindset, skills and tools. The four levels may operate somewhat differently across organisations. For example, a couple of levels may be combined into one, depending on size or complexity of the organisation . In practice, they are expected to be cumulative – a 'senior leader' or 'executive' would also need the capabilities of the 'manager of people'.