

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, and 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

The organization's work is directed by a well-defined mission and strategy, and priorities are clear.



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

The organization's climate is one of continuous learning, and staff show commitment, even when setbacks occur.

Managing



planning

- set short-term organizational goals and performance objectives
- develop multiyear and annual plans
- allocate adequate resources (money, people, and materials)
- anticipate and reduce risks

ORGANIZATIONAL OUTCOME

The organization has defined results, assigned resources, and developed an operational plan.



organizing

- develop 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

The 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 and evaluating

- monitor and reflect on progress against plans
- provide feedback
- identify needed changes
- improve work processes, procedures, and tools

ORGANIZATIONAL OUTCOME

The organization continuously updates information about the status of achievements and results, and applies ongoing learning and knowledge.