

	People Leadership		Relationship Leadership		Business Leadership		Entrepreneurial Leadership	
Complexity of Leadership Demands	Inspirational Leadership Getting people to follow you	Execution Achieving results through others	Influence Persuading and influencing stakeholders	Collaboration Creating synergies through working in partnership	Direction Providing vision and direction	Business Judgement Showing commercial acumen	Competitive Edge Driving change and innovation	Building Talent Building capability for competitive advantage
Enterprise Leader L4	Demonstrating statesmanship Growing internal and external reputation as a significant business leader in the sector	Delivering enterprise execution Making top leaders accountable for delivering strategic goals	Political influencing Using political skills and networking to gain external support and backing	Creating business synergies Facilitating business to business mergers and partnerships	Creating strategic direction Setting and communicating long-term strategy to shape the market and industry landscape	Delivering shareholder value Making judgements on what will grow the value of the business	Leading market innovation Championing innovation to create new demand, new markets, new business models	Sustaining enterprise capability Building a strong bench and succession for the C-Suite
Business Leader L3	Providing figurehead leadership Demonstrating a clear leadership 'brand', building followership across the business	Leveraging senior leader strengths Harnessing the full range of capabilities from senior teams	Stakeholder influencing Getting broad support and buy-in for initiatives, leveraging relationships with key senior players	Building strategic partnerships Identifying and securing business synergies across internal and external boundaries	Building business alignment Aligning teams from across the business with a unifying vision of the future	Delivering capital ROI Making judgements on what will deliver a return on capital invested	Driving transformational change Creating conditions for people to innovate, setting the agenda for change	Sponsoring leaders Fast tracking the careers of senior talent, mentoring, sponsoring, fostering mobility and diversity
Matrix Leader L2	Demonstrating leadership versatility Motivating and inspiring people from different functions and cultures	Stretching performance Stretching the performance of people with a wide range of abilities and capabilities	Cross matrix influencing Using a range of interpersonal approaches to persuade people with differing perspectives and interests	Collaborating across boundaries Building relational relationships and alliances across the business	Coordinating cross business teams Creating a shared sense of purpose, keeping diverse teams focused on the same goals	Maximising commercial return Making judgements on what will build profitability and make money for the business	Driving differentiation Innovating and encouraging early adoption of new ideas, 'pushing the boundaries'	Fast-tracking 'hi-pot' Taking risks with stretch opportunities for high potential performers to 'raise their game'
Operational Leader L1	Establishing leadership impact Projecting personal confidence, expertise and authority, energising others	Driving delivery Keeping team's performance on track, signing capabilities and motivation	Persuasive influencing Tailoring information and arguments for different audiences	Team working Building mutual support and understanding with colleagues	Setting direction Creating a clear sense of direction and priorities	Securing added value Making judgements on what will make the most effective use of resources	Pushing for continuous improvement Challenging current practices to drive improvement in products, offers, processes	Coaching talent Sharing own knowledge and experience to help of the team to develop

X Open Framework And Models

WJ Hussar



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