

# The Leadership and Management Model

Principle	Indicators	Evidence
<p><b>Commitment</b> Top managers are committed to making sure that your organisation is successful through effective leadership and management.</p>	1. Top managers direct your organisation's approach to effective leadership and management	<p>Top managers can describe how effective leadership and management will contribute to achieving your organisation's aims and objectives.</p> <p>Top managers are actively involved in defining the knowledge, skills and behaviour that leaders and managers require.</p> <p>Top managers are actively involved in defining your organisation's approach to effective leadership and management.</p>
	2. Top managers are role models for leadership and management development.	<p>Top managers learn and develop.</p> <p>Leaders and managers can describe how top managers inspire them to learn and develop.</p>
<p><b>Planning</b> Your organisation knows what effective leadership and management is and how it can be achieved.</p>	3. Leadership and management requirements are defined and understood.	<p>The requirements reflect your organisation's aims and objectives, and the culture you want to create.</p> <p>The requirements reflect relevant external standards and good practice.</p> <p>The requirements reflect relevant social-responsibility issues.</p> <p>The requirements are defined at all levels and are understood.</p>
	4. Leadership and management development is planned.	<p>Learning and development is planned to help current and potential leaders and managers to meet the requirements.</p> <p>Current and potential leaders and managers can describe the learning and development opportunities that are available to them.</p>

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<b>Action</b> Your organisation takes action to improve leadership and management	5. Leader and manager selection is effective.	Current and potential leaders and managers are selected in line with the requirements.  The selection of current and potential leaders and managers is fair.
	6. Effective leadership and management is reviewed and encouraged.	Leaders and managers are regularly reviewed and receive constructive feedback on their performance against the requirements.  Leaders and managers can describe how effective leadership and management is recognised.  A range of rewards is considered to recognise effective leadership and management.
	7. Leaders and managers continuously learn and develop	Current and potential leaders and managers confirm that access to learning and development activities is fair.  Current and potential leaders and managers can describe the learning and development activities they are currently taking part in, including work-based activities, to help them meet the requirements.  Current and potential leaders and managers confirm that learning and development activities meet the needs of different individuals and groups.
<b>Evaluation</b> The approach to effective leadership and management helps your organisation to succeed	8. The approach to effective leadership and management improves your organisation's performance.	The approach helps to meet the leadership and management requirements.  The approach helps your organisation to achieve its aims, objectives and desired culture.  Top managers understand the costs and benefits of the approach.
	9. The approach to effective leadership and management is improved.	Relevant and timely improvements are made to the approach.