

Leadership and Management Competence Profile for Construction Company Leader

Key Theme	Key Area	Competence
MANAGING SELF	Manage yourself	Manage personal development
		Manage own professional development within an organisation
		Develop, maintain and review personal networks
PROVIDING DIRECTION	Provide leadership, vision and direction	Develop strategic direction and leadership
		Provide leadership and direction for own area of responsibility
		Set objectives and provide support for team members
		Inform strategic decision-making
		Develop a strategic business plan
		Manage or support equality of opportunity, diversity and inclusion in own area of responsibility
		Promote equality of opportunity, diversity and inclusion across an organisation
		Support the culture of an organisation
	Provide Governance	Establish risk management processes in own area of responsibility
		Manage risk in own area of responsibility
		Review risk management processes in own area of responsibility
		Establish policies and procedures
		Ensure compliance with legal, regulatory, ethical and social requirements
	FACILITATING INNOVATION AND CHANGE	Facilitate innovation and change
Lead innovation within an organisation		
Contribute to business improvement		
Plan change in own area of responsibility		
Lead change in an organisation		
Implement change in own area of responsibility		
WORKING WITH PEOPLE	Manage human resources	Plan an organisation's workforce
		Recruit staff in own area of responsibility
		Examine staff turnover issues in own area of responsibility
		Support the management of redundancies in own area of responsibility
		Following disciplinary procedures
		Managing grievances
	Manage teams	Build, support and manage a team
		Plan, allocate and monitor work of a team
		Plan, allocate and monitor work in own area of responsibility
		Manage conflict in a team
	Develop and support individuals	Support learning and development within own area of responsibility

Key Theme	Key Area	Competence
		Support individuals to develop and take responsibility for their performance
		Address performance problems affecting team members
	Build and sustain relationships	Develop working relationships with colleagues
		Work productively with colleagues and stakeholders
		Develop working relationships with colleagues and stakeholders
		Developing collaborative relationships with other organisations
		Lead and manage meetings
Participate in meetings		
USING RESOURCES	Manage financial resources	Obtain additional finance for an organisation
		Know how to identify and address potentially fraudulent budgetary activities
		Manage a budget for own area of activity or work.
	Manage physical and technical resources	Implement, monitor and review health and safety policy in own area of responsibility
		Manage health and safety across an organisation
		Manage physical resources
		Manage the environmental impact of work activities
		Promote the use of technology within an organisation
	Manage information and knowledge	Promote knowledge management across an organisation
		Manage knowledge in own area of responsibility
		Communicate information and knowledge
		Make effective decisions
	Manage products and services	Procure supplies
		Manage a tendering process
		Outsource organisational processes
	ACHIEVING RESULTS	Manage business operations and projects
Develop and evaluate operational plans for own area of responsibility		
Design and manage the business processes		
Monitor and review business processes		
Manage a programme of complementary projects		
Plan and manage a project		
Manage marketing		Analyse the market in which your organisation operates
		Develop and implement marketing plans
		Manage product development and marketing
Manage sales		<i>Not identified as a priority for this role</i>
Manage customer service		Develop a customer-focused organisation
		Manage the achievement of customer satisfaction
		Manage customer service in own area of responsibility
Manage quality and performance		Manage quality systems
		Prepare for and support quality audits
		Conduct a quality audit
		Inform key stakeholders about a communications strategy

