

The Co-operative Group Leadership Capability Framework

1. Introduction and explanation of the leadership behavioural capabilities.

Introduction

To ensure we become a healthy and sustainable business we require great people who possess the leadership and technical capabilities required to rebuild our organisation and deliver our purpose and strategy.

Here, three critical leadership capabilities critical to the future of our business are described:

- Leading Change
- Managing Performance
- Commercial Acumen.

These capabilities reflect a shift in behavioural expectations for leaders in our organisation and will form the basis of a new leadership capability framework that will replace the managerial competency framework currently in use. These leadership capabilities will be used as part of leadership selection processes designed to deliver the Target Operating Model and will also become part of business as usual activity.

A leadership behavioural capability is a cluster of related behaviours that, if demonstrated by an individual, will result in effective working. In other words, they describe how are leaders will deliver business results.

Leading Change

Definition		Why is it important?		
Leading Change is the ability to adapt and show flexibility in changing circumstances; responding quickly and with determination to these changing, and sometimes unexpected circumstances, supporting others to do the same to get to better outcomes.		It is critical to the success of The Co-operative Group that we respond effectively to changing circumstances and help others to embrace change so that we can develop and sustain a competitive edge and our ethical credentials.		
Level 1 Open to Change	Level 2 Supports Change	Level 3 Champions Change Initiatives	Level 4 Drives Change at Team and Functional Levels	Level 5 Sponsors and Drives Organisational Change
Open to change and new methods, shows flexibility in changing circumstances and willingly takes on new tasks or priorities.	Supports change, challenges existing processes and shows personal flexibility in adapting approach to get a better outcome.	Champions change initiatives, engaging with others to gain commitment. Responds quickly to unexpected circumstances; deals with ambiguity and thinks beyond existing constraints.	Drives change (in team or function), making change front of mind and using questions to create insight and momentum. Deals with resistance to change openly provoking debate and recognising others' emotions.	Commits significant time to sponsoring change activities; regularly communicating benefits and progress. Makes significant and difficult decisions to drive progress, rewarding champions and where appropriate removing cynics.
What it is not				
<ul style="list-style-type: none"> Sticks rigidly to procedures even when inappropriate. Is slow to adapt to feedback. Resists change without full consideration of what is proposed. Is not open to new ideas or ways of doing things. Fails to reassess priorities in the light of change. 				

Managing Performance

Definition		Why is it important?		
Managing Performance is the ability to be totally clear with others about what has to be achieved, to what standard, by when, within what budget and then make clear individual accountability for delivery, providing coaching and support as required to ensure results.		It is critical to the success of The Co-operative Group that performance of individuals or teams contributes to the achievement of our strategic objectives.		
Level 1	Level 2	Level 3	Level 4	Level 5
Takes and Encourages Ownership	Provides Ownership	Expects High Standards	Holds People Accountable for Performance	Addresses Longer Term Issues
Accepts accountability for own objectives and performance, encourages ownership and is clear about expectations of others. Monitors performance, gives honest and constructive feedback and uses praise and coaching to support colleagues.	Sets clear and challenging goals for others, encouraging autonomy and delegating work with clear boundaries and deliverables. Deals with underperformance quickly and constructively and gains recognition from senior managers for good individual or team performance.	Sets relevant, inspiring objectives and holds others to account for delivering. Brings in experts or new talent to raise the bar and constantly drives performance through observation; feedback and coaching. Takes time to celebrate successes and communicates team achievements widely.	Sets high performance standards for the team or function and instils a performance management culture in people managers. Uses robust process to select and develop the best talent and ensure team or function performance; removes ineffective people and delegates key initiatives whilst providing coaching support.	Sets challenging objectives for the business and links performance to reward and recognition; uses measures and monitoring to hold others to account and instils a delegation and coaching culture. Rigorously reviews talent and ensures key projects have strong leaders.
What it is not				
<ul style="list-style-type: none"> Is reluctant to address poor performance. Fails to communicate performance standards. Shouts at colleagues. Tolerates bullying. Fails to make clear the limits of acceptable behaviour. Addresses poor performance in public. Often fails to monitor and maintain deadlines. Operates a predominantly 'do as I say' leadership style. 				

Commercial Acumen

Definition		Why is it important?		
Commercial Acumen concerns a drive to deliver business results. It is informed by an understanding of how the business makes money and the context in which the business operates. It is about using this understanding to identify opportunities and make sound judgements to deliver value to The Co-operative Group.		It is critical to the success of The Co-operative Group that we drive the delivery of results that add value to our business and support the development of a healthy and sustainable organisation consistent with our Purpose.		
Level 1	Level 2	Level 3	Level 4	Level 5
Adopts Positive and Proactive Approach to Work.	Enhances Personal and Team Contribution	Seeks Commercial Opportunities.	Leverages Commercial Opportunities.	Creates Sustainable Business Growth and Competitive Advantage.
Plans and delivers own workload, tackles work in an enthusiastic, proactive, persistent and systematic manner ensuring it is delivered efficiently and effectively.	Puts systems in place to plan and support delivery of work. Prioritises multiple tasks and puts in extra effort to meet time and quality requirements	Focuses efforts on areas of most value, tracking progress, planning contingencies and evaluating outcomes; ensures plans are aligned with those of the team and others.	Takes difficult decisions and does not wait for 'perfection' before acting; manages resources to maximise efficiency; overcomes resistance and setbacks and ensures plans are compatible with other business activities.	Aligns long term plans to strategic goals across the business, proactively driving opportunities forward where ownership is unclear. Visibly sponsors key business activities and uses metrics to make performance visible.
What it is not				
<ul style="list-style-type: none"> Pursues personal or functional interests even when not in line with The Co-operative Group objectives and values. Reacts to requests or priorities without thinking about sustainability or the longer term. Fails to act upon new trends in the market. Misses obvious connections. Overlooks problems and opportunities which may affect the business. Puts off until tomorrow what could be done today. 				