

# Competency Framework

## People Management

Level	General Meaning	People Management is having the ability to continuously improve team performance and enable individuals to maximise their contribution to the business. The 7 essential qualities of People Management are: (A) Giving & receiving performance enhancing feedback, (B) Setting clear performance expectations, (C) Conducting challenging performance conversations, (D) Coaching individuals toward improved performance, (E) Delegating tasks, (F) Motivating others, and (G) Adapting leadership style.
4	Fully delivering	<p><b>7 of the essential qualities are being demonstrated regularly</b></p> <p>The Learner is able to demonstrate that 7 of the essential qualities of People Management are happening regularly. For example, the Learner (F) understands the different ways of motivating individuals in the team, and (G) adapts their own leadership style according to individual levels of competence &amp; commitment to the task.</p>
3	High level of delivery	<p><b>5 of the essential qualities are being demonstrated regularly</b></p> <p>The Learner is able to demonstrate that 5 of the essential qualities of People Management are happening regularly. For example, the Learner (D) is coaching individuals to overcome challenges, identify solutions &amp; make decisions, and (E) identifying appropriate responsibilities to delegate to whom &amp; when.</p>
2	Some delivery	<p><b>3 of the essential qualities being demonstrated regularly</b></p> <p>The Learner is able to demonstrate that 3 of the essential qualities of People Management are happening regularly. For example, the Learner (B) is regularly developing SMART performance objectives with the team, and (C) has conversations to understand why objectives, or performance requirements, are not being met</p>
1	Early stages of delivering	<p><b>Some essential qualities being demonstrated irregularly</b></p> <p>The Learner is able to demonstrate that some of the essential qualities of People Management are happening, but irregularly. For example, the Learner (A) is providing others with, &amp; asking others for, positive &amp; developmental feedback.</p>
0	Not delivering	<p><b>A functional people manager</b></p> <p>No essential qualities of People Management are being demonstrated: (A) Giving &amp; receiving performance enhancing feedback, (B) Setting clear performance expectations, (C) Conducting challenging performance conversations, (D) Coaching individuals toward improved performance, (E) Delegating tasks, (F) Motivating others, and (G) Adapting leadership style.</p>

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