1. **Leading and inspiring people**

**Leaders make the organisation’s objectives clear. They inspire and motivate people to deliver against these objectives and are trusted by people in the organisation.**

**Creating transparency and trust**

**Motivating people to deliver the organisation’s objectives**

**Developing leadership capability**

1. **Living the organisation’s values and behaviours**

**People and leaders act in line with the organisation’s values at all times. They have the courage and support to challenge inconsistent behaviours.**

**Operating in line with the values**

**Adopting the values**

**Living the values**

1. **Empowering and involving people**

**There is a culture of trust and ownership in the organisation where people**

**feel empowered to make decisions and act on them.**

**Empowering people**

**Participating and collaborating**

**Making decisions**

1. **Managing performance**

**Objectives within the organisation are fully aligned, performance is measured and feedback is used.**

**Setting objectives**

**Encouraging high performance**

**Measuring and assessing performance**

1. **Recognising and rewarding high performance**

**Recognition and reward is clear and appropriate, creating a culture of appreciation when people are motivated to perform at their best.**

**Designing an approach to recognition and reward**

**Adopting a culture of recognition**

**Recognising and rewarding people**

1. **Structuring work**

**The organisation is structured to deliver the organisation’s ambition.**

**Roles are designed to deliver organisational objectives and create interesting work for people, while encouraging collaborative ways of working.**

**Designing roles**

**Creating autonomy in roles**

**Enabling collaborative working**

**7 Building capabilities**

**People’s capabilities are actively managed and developed. This allows people to realise their full potential and ensures that the organisation has the right people at the right time for the right roles.**

**Understanding people’s potential**

**Supporting learning and development**

**Deploying the right people at the right time**

1. **Delivering continuous improvement**

**There is a focus on continuous improvement. People use internal and external sources to come up with new ideas and approaches, supported by a culture that encourages innovation.**

**Improving through internal and external sources**

**Creating a culture of continuous improvement**

**Encouraging innovation**

1. **Creating sustainable success**

**The organisation has a focus on the future and is responsive to change. Leaders have a clear understanding of the external environment and the impact this has on the organisation.**

**Focusing on the future**

**Embracing change**

**Understanding the external context**