# Leading2Grow

# Five Arenas Leadership Framework

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## Context

The Five Arenas Leadership Framework comprehensively addresses the core leadership components required for leaders to meet contestability, commitment and contribution challenges while influencing and enabling people to accomplish purpose. This is accomplished by developing leaders to focus on their leadership practices, their person, and their pitch of leadership.
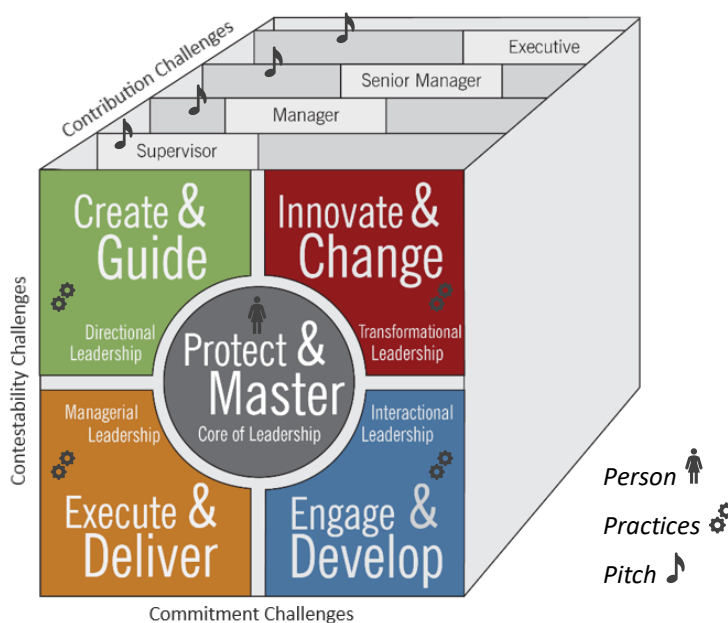


The Five Arenas Leadership Framework can be used to:

- **Orientate leaders** to the totality of their leadership role and what is required for impact
- **Assess the current state of leadership practice** and prioritise development – this can be done at individual, team, department, or organisation level
- **Conduct targeted leadership development** without losing sight of the larger context
- **Connect strategic and operational priorities** to the specific leadership practices and behaviours that address these priorities
- **Align leadership culture and practice** throughout the organisation

## Content

The systematic and comprehensive content of the framework provides a logical and pragmatic blueprint for leadership. This framework facilitates learning as leaders can concentrate on current development priorities without ignoring the big picture. In addition, the blueprint supports organisations in keeping leadership development interventions in context and perspective. While leadership development interventions are always beneficial, they seldom address or describe the totality of the leadership task adequately.

The Five Arenas Leadership Framework consists of:

- 5 Leadership Arenas
- 18 Elements of Leadership
- 73 Competencies (components) and their associated focus areas where applicable

## Structure

The structure of the framework is a cascading level of detail for each arena:

- Each arena of leadership has several elements
- Each element has several components
- Each component consists of several focus areas
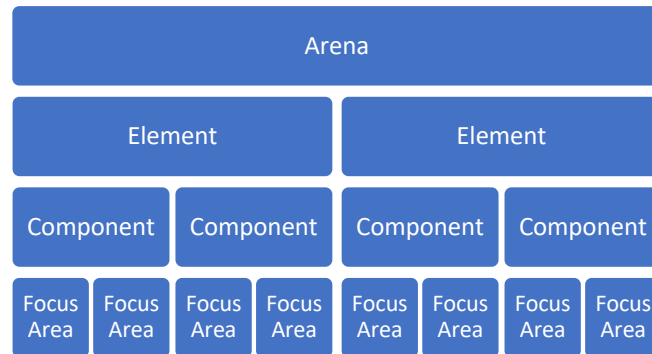


This structure allows organizations and coaches to prioritize development at the point of need: arena, element, component, or focus area level, depending on the organization's priorities and the individual leader's development needs.

## Terminology

The framework is expressed using the terminology of 'what the leader must do' at the cascading levels of arena, element, and component levels. This assists the leader in understanding the core of a particular topic immediately. The focus areas are expressed as titles that the leader must pay close attention to address a particular leadership component effectively.

## Detail

**Arena 1: Create and Guide (Directional Leadership)**

This leadership arena is concerned with creating the future and guiding people towards that future. It is focused on providing *directional leadership*.

**Arena 2: Execute and Deliver (Managerial Leadership)**

This arena is focussed on the leadership practices required to execute day-to-day operations and the execution of goals in an effective and value-building manner. It is all about delivering *managerial leadership.*

**Arena 3: Engage and Develop (Interactional Leadership)**

This leadership arena is concerned with engaging and developing the organisations people. It focuses on *interactional leadership*.

**Arena 4: Innovate and Change (Transformational Leadership)**

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The focal point of this arena is *transformational leadership*. It deals with the leadership practices necessary to ensure innovation and change.

**Arena 5: Protect and Master (Core of Leadership)**

This arena is concerned with the ***person of the leader***. Its focal point is the key leadership behaviours that ensure that a leader can have a healthy impact. It does not deal with traditional leadership competencies, as these are contextual, as well as organisation and level specific.

## Arena 1: Create and Guide (Directional Leadership)

| Elements | Components | Focus Areas |
|---|---|---|
| Provide Meaning, Direction and Vision | Clarify Purpose | Purpose |
| | Clarify DNA | Differentiators |
| | | Guiding Principles and Values |
| | | Core Competencies |
| | Clarify Value Proposition | Markets and/or Customers |
| | | Products and Services |
| | | Value Proposition |
| | | Product/Service Renewal |
| | Clarify Major Goals, Targets, and Milestones | Major Goals |
| | | Targets and Milestones |
| | Illuminate Vision | Vision Statements |
| Understand Reality and Identify Priority Issues | Conduct External Analysis | Macro Environment |
| | | Industry, Markets, Customers, Competitors |
| | | Stakeholders |
| | | Opportunities and Threats |
| | Conduct Internal Analysis | Internal Capability |
| | | Workflow |
| | | Strengths and Weaknesses |
| | Identify and Develop Priority Issues | Priority Issues Identification |
| | | Priority Issues Development |
| Plan to Achieve Vision | Manage Priority Issues | Priority Issues Action Plan |
| | | Influence Stakeholders |
| | Develop Vision Achievement Plan | Vision Achievement Plan |
| Ensure Ongoing Fitness and Alignment to Vision | Align Design and Systems and Ensure Ongoing Fitness | Processes and Methods |
| | | Capacity and Layout |
| | | Responsibility Areas, Roles, and Structure |
| | | Management, Information, and Reporting Systems |
| | Align Ability and Culture and Ensure Ongoing Fitness | Capability and Competency |
| | | Values, Attitudes, and Behaviour |
| | Align Stakeholder Perceptions and Expectations | Funding Facilities |
| | | Supply Chain |
| | | Customers |
| | | External Stakeholders |
| | | Internal Stakeholders |

## Arena 2: Execute and Deliver (Managerial Leadership)

| Elements | Components | Focus Areas |
|---|---|---|

| | | |
|---|---|---|
| Create Conditions for Efficient Operations | Optimise and Integrate Work and Interface Points | Workflow (Design, Layout, Processes, Methods) |
| | | Responsibility Areas and Roles |
| | | Maximise Value at Interface Points |
| | Clarify Policies and Procedures | Policies and Procedures |
| | Clarify Authority Framework | Authority Levels |
| | Clarify Practices and Behaviour | Best Practices |
| | | Operating Guidelines and Standards |
| | | Non-negotiable Behaviours |
| Conduct Efficient Operations | Plan Operations | Execution Goals |
| | | Execution Targets and Standards |
| | | Execution Plan |
| | | Operations Forecast |
| | | Capacity, Resource and Enabler Planning |
| | | Budget |
| | Organise and Resource Operations | Funding |
| | | Programme and Schedule |
| | | Capacity, Resource and Enabler Acquisition |
| | | Capacity, Resource and Enabler Allocation |
| | Monitor and Control Operations | Key Measurements (Metrics) |
| | | Performance Gap and Corrective Action |
| | | Progress Communication |
| | | Continuous Adjustment |
| | | Dynamic Re-planning |
| Build Foundations for Efficient Operations | Conduct Workforce Planning | Manpower Needs |
| | | Sources of Manpower |
| | | Manpower Plan |
| | Conduct Succession Planning | Roles and Sources for Succession |
| | | Succession Plan |
| | Ensure Fair and Value-enhancing Employment Conditions and Relations | Fairness |
| | | Value Exchange |
| | | Responsibility for Employment Conditions |
| | | Labour Relations |
| | | Employee Relations |
| | | Labour Practice |
| Manage Expectations and Performance | Clarify Responsibilities, Delegate Authority, and Ensure Accountability | Role Responsibilities (JD's and KRA's) |
| | | Role Parameters and/or Constraints |
| | | Additional Responsibilities |
| | | Delegate Authority |
| | | Ensure Accountability |
| | Set Individual Performance Expectations | Objectives |
| | | Targets |
| | | Consequence Framework |
| | Review and Manage Performance | Performance Monitoring and Assistance |

| | | |
|---|---|---|
| | | Performance Review |
| | | Employee Involvement in Performance Review |
| | | Performance Feedback and Corrective Action |
| | | Performance Consequences |

**Arena 3**: Engage and Develop (Interactional Leadership)

| Elements | Components | Focus Areas |
|---|---|---|
| Mobilise Hearts and Minds | Cultivate an Open and Trusting Environment | Openness and Trust |
| | Shape Values | Communicate Values |
| | | Role Model and Entrench Values |
| | | Correct Behaviour |
| | Care for Staff | Care |
| | Engage Minds | Knowledge Sharing |
| | | Robust Debate |
| | Communicate and Inspire | Two-way Communication |
| | | Communication Purpose |
| | | Inspire |
| Involve and Empower Staff | Involve Staff | Participative Problem Solving and Decision Making |
| | | Implement Participative Decisions and Solutions |
| | Empower Staff | Trusting and Tending Staff |
| | | Growing Staff Responsibility |
| | | Matching Responsibility, Authority, and Accountability |
| Develop Staff | Identify Development Needs | Interrogate Unit Vision and Goals |
| | | Interrogate Performance Objectives and Results |
| | | Interrogate Succession Plans |
| | | Interrogate Aspirations |
| | | Interrogate Career Potential |
| | Plan and Manage Development | Induction / Orientation |
| | | Self-Development |
| | | Coaching |
| | | Mentoring |
| | | Exposure |
| | | Training |
| Build Team Cohesion | Unite the Team Around Shared Goals | Shared Team Goals |
| | Ensure Constructive Relationships and Teamwork | Team Profile |
| | | Constructive relationships |
| | | Inclusiveness |
| | | Manage Diversity |
| | Ensure Fairness and Value Add | Fairness |
| | | Value Add |

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**Arena 4:** Innovate and Change (Transformational Leadership)

| Elements | Components | Focus Areas |
|---|---|---|
| Ensure Continual Improvement and Innovation | Inspire and Bring About Continual Improvement | Continual Improvement Culture |
| | | Stretch Targets |
| | Inspire and Bring About Innovation | Innovation Culture |
| | | Innovation Process |
| Initiate and Manage Change | Paint a Clear Picture of the End State and the Required Journey | Determine End State and Goals |
| | | Change Journey and Requirements |
| | Create Readiness and Commitment to the Journey | Readiness Level |
| | | Communication Message and Approach |
| | | Creating Readiness and Commitment Through Involvement |
| | Align Work and Support Services | Unit Design and Workflow |
| | | Support Services |
| | Align Responsibility Areas, Roles, and Structure | Responsibility Areas |
| | | New or Changed Roles |
| | | Structure |
| | Align Systems and Management Processes | Systems |
| | | Management Processes |
| | Align People Capability | Knowledge and Skills Gap |
| | | Build Required Capability |
| | Entrench New Culture | Culture Gap |
| | | Build New Attitudes, Norms and Behaviour |

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### Arena 5: Protect and Master (Core of Leadership, the Leader)

The core of leadership is dealt with slightly differently from the practice arenas of leadership in that it does not have focus areas. The elements and components of this arena are shown below.

| *Elements* | *Components* |
|---|---|
| Maintain a People-centric Orientation | Provide a Sense of Purpose |
| | Provide Opportunities for Self-expression |
| | Build Authentic Relationships |
| | Provide Challenge and Growth |
| | Treat Honest Failures as Learning Steps |
| | Inject Some Fun |
| | Express Gratitude Often |
| | Be Quick to Offer Recognition |
| | Build Success upon Success |
| | Provide Hope |
| Safeguard and Strengthen Your Key Leadership Characteristics | Courage |
| | Integrity |
| | Accountability |
| | Self-Control |
| | Passion |
| | Clarity and Focus |
| Learn and Grow Continually | Formal Development |
| | Informal Development |
| | Experiential Learning |
| | Self-Development |
| Self-Reflect | Reflection |
| | Awareness |
| | Insight |
| | Recognition |
| | Action |
| | Improvement |