

## Leading



### SCANNING

- Identify client and stakeholder needs and priorities.
- Recognize trends, opportunities, and risks that affect the organization.
- Look for best practices.
- Identify staff capacities and constraints.
- Know yourself, your staff, and your organization — values, strengths, and weaknesses.

ORGANIZATIONAL OUTCOME: Managers have up-to-date, valid knowledge of their clients, the organization, and its context; they know how their behavior affects others.



### FOCUSING

- Articulate the organization's mission and strategy.
- Identify critical challenges.
- Link goals with the overall organizational strategy.
- Determine key priorities for action.
- Create a common picture of desired results.

ORGANIZATIONAL OUTCOME: Organization's work is directed by well-defined mission, strategy, and priorities.



### ALIGNING/ MOBILIZING

- Ensure congruence of values, mission, strategy, structure, systems, and daily actions.
- Facilitate teamwork.
- Unite key stakeholders around an inspiring vision.
- Link goals with rewards and recognition.
- Enlist stakeholders to commit resources.

ORGANIZATIONAL OUTCOME: Internal and external stakeholders understand and support the organization's goals and have mobilized resources to reach these goals.



### INSPIRING

- Match deeds to words.
- Demonstrate honesty in interactions.
- Show trust and confidence in staff, acknowledge the contributions of others.
- Provide staff with challenges, feedback and support.
- Be a model of creativity, innovation, and learning.

ORGANIZATIONAL OUTCOME: Organization displays a climate of continuous learning and staff show commitment, even when setbacks occur.

## Managing



### PLANNING

- Set short-term organizational goals and performance objectives.
- Develop multi-year and annual plans.
- Allocate adequate resources (money, people, and materials).
- Anticipate and reduce risks.

ORGANIZATIONAL OUTCOME: Organization has defined results, assigned resources, and an operational plan.



### ORGANIZING

- Ensure a structure that provides accountability and delineates authority.
- Ensure that systems for human resource management, finance, logistics, quality assurance, operations, information, and marketing effectively support the plan.
- Strengthen work processes to implement the plan.
- Align staff capacities with planned activities.

ORGANIZATIONAL OUTCOME: Organization has functional structures, systems, and processes for efficient operations; staff are organized and aware of job responsibilities and expectations.



### IMPLEMENTING

- Integrate systems and coordinate work flow.
- Balance competing demands.
- Routinely use data for decision making.
- Coordinate activities with other programs and sectors.
- Adjust plans and resources as circumstances change.

ORGANIZATIONAL OUTCOME: Activities are carried out efficiently, effectively, and responsively.



### MONITORING & EVALUATING

- Monitor and reflect on progress against plans.
- Provide feedback.
- Identify needed changes.
- Improve work processes, procedures, and tools.

ORGANIZATIONAL OUTCOME: Organization continuously updates information about the status of achievements and results, and applies ongoing learning and knowledge.