Functional Map of Management & Leadership

Key Theme	Key Area	Functions
A – Managing self	**AA – Manage yourself**	AA1 – Manage yourself (A1)
		AA2 – Develop your knowledge, skills and competence (A2)
		AA3 – Develop and maintain your professional networks (A3)
B – Providing direction	**BA – Provide leadership, vision and direction**	BA1 – Lead your organisation (B7)
		BA2 – Provide leadership in your area of responsibility (B6)
		BA3 – Lead your team (B5)
		BA4 – Evaluate your organisation's operating environment (B2)
		BA5 – Develop your organisation's vision and strategy
		BA6 – Develop strategic business plans (B3)
		BA7 – Promote equality of opportunity, diversity and inclusion (B11-12)
		BA8 – Develop your organisation's values and culture (B9)
		BA9 – Develop operational plans (B1 part)
	BB – Provide governance	BB1 – Manage risks to your organisation (B10)
		BB2 – Develop, maintain and evaluate business continuity plans and arrangements
		BB3 – Manage corporate social responsibility (CSR)
		BB4 – Ensure compliance with legal, regulatory, ethical and social requirements (B8)
C – Facilitating innovation and change	**CA – Facilitate innovation and change**	**CA1- Identify and evaluate opportunities for innovation and improvement**
		CA2 – Plan change (C5)
		CA3 – Engage people in change
		CA4 – Implement change (C6)
		CA5 – Evaluate change
D – Working with people	**DA – Manage human resources**	DA1 – Plan the workforce (D4)
		DA2 – Recruit, select and retain people (D3)
		DA3 – Induct individuals into their roles
		DA4 – Manage the redeployment of people
		DA5 – Manage redundancies (D16)
		DA6 – Initiate and follow disciplinary procedures (D14)
		DA7 – Initiate and follow grievance procedures (D15)
	DB – Manage teams	DB1 – Build teams (D9)
		DB2 – Allocate work to team members (D5 part)
		DB3 – Quality assure work in your team (D5 part)
		DB4 – Manage people's performance at work (D6)
		DB5 – Manage team communication
		DB6 – Support remote/virtual teams (E14)
		DB7 – Manage flexible working
		DB8 – Manage conflict in teams (D10)
		DB9 – Promote staff wellbeing
	DC –Develop and support individuals	**DC1 – Identify individuals' learning needs and styles**
		DC2 – Support individuals' learning and development (D7)
		DC3 – Mentor individuals
		DC4 – Coach individuals (D13)
		DC5 – Help individuals address problems affecting their performance (D8)

	DD – Build and sustain relationships	DD1 – Develop and sustain productive working relationships with colleagues (D1)
		DD2 – Develop and sustain productive working relationships with stakeholders (D2)
		DD3 – Develop and sustain collaborative relationships with other departments
		DD4 – Develop and sustain collaborative relationships with other organisations (D17)
		DD5 – Manage conflict in the broader work environment
		DD6 – Lead meetings to achieve specific objectives (D11)
		DD7 – Represent your area of responsibility in meetings (D12)
E – Using resources	**EA – Manage financial resources**	**EA1 – Identify and justify requirements for financial resources**
		EA2 – Obtain financial resources (E3)
		EA3 – Manage the use of financial resources (E2)
		EA4 – Manage budgets (E1)
	EB – Manage physical and technical resources	EB1 – Provide healthy, safe, secure and productive working environments and practices (E5-7)
		EB2 – Obtain physical resources (E8 part)
		EB3 – Manage physical resources (E8 part)
		EB4 – Manage the environmental and social impacts of your work (E9)
		EB5 – Optimise effective use of technology (E4)
	EC – Manage information and knowledge	EC1 – Promote knowledge management and sharing (E13)
		EC2 – Manage information, knowledge and communications systems
		EC3 – Develop knowledge and make it available (E12)
		EC4 – Communicate information and knowledge (E11)
		EC5 – Use information to take effective decisions (E10)
	ED – Procure products and services	**ED1 – Decide whether to produce or buy in products and/or services**
		ED2 – Procure products and/or services (E15)
		ED3 – Select suppliers through a tendering process (E16)
		ED4 – Outsource business processes (E17)
F – Achieving results	**FA – Manage business operations and projects**	FA1 – Implement and evaluate strategic business plans (B4)
		FA2 – Implement operational plans (B1 part)
		FA3 – Manage business processes (F3)
		FA4 – Manage programmes (F2)
		FA5 – Manage projects (F1)
	FB – Manage marketing	FB1 – Develop understanding of your markets and customers (F9)
		FB2 – Develop marketing plans (F4 part)
		FB3 – Implement marketing plans (F4 part)
		FB4 – Manage the development of products and services (F16 part)
		FB5 – Manage the marketing of products and services (F16 part)
	FC – Manage sales	*FC1 – Plan and monitor the work of sales teams (MSSSB 9)*
		FC2 – Bid for contracts
		FC3 – Sell products and services (F19)
	FD – Manage customer service	FD1 – Develop a customer-focused organisation (F10)
		FD2 – Deliver products and services to customers (F11)
		FD3 – Manage customer service (F17)
	FE – Manage quality and performance	FE1 – Manage quality assurance systems (F13)
		FE2 – Manage quality audits
		FE3 – Prepare for and participate in quality audits (F14)
		FE4 – Carry out quality audits (F15)
		FE5 – Manage continuous improvement (F12)