Key Purpose

The main purpose of leadership is in setting a new direction or vision for a group that they follow whilst management controls or directs employees and resources in a group according to principles or values that have been established.

Key Competency Areas

These standards cover the range of functions carried out by professionals working in managerial roles and those who are in position of leadership. They include a variety of competence areas such as developing and managing self, providing leadership and direction, building and developing collaborative relationships. The standards also address resource management and business plans, processes and compliance. There are six key areas within the Management and Leadership NOS Functional Map, as follows.

A. Developing and managing of self

B. Providing leadership and direction

C. Driving innovation and change

D. Building and developing collaborative relationships

E. Managing Resources

F. Managing Business Plans, Processes and Compliance

These Competency Areas are expanded by Key Functions defined by NOS:

Key Competency Areas	Key Functions defined by NOS
A. Developing and managing of self	INSM&L001– Manage yourself to achieve your work and personal objectives INSM&L002 – Develop your knowledge, skills and competence to meet the requirements of your work INSM&L003– Develop and maintain your professional connections
B. Providing leadership and direction	INSM&L004– Lead your organisation INSM&L005 – Provide leadership to your team INSM&L006 – Evaluate your organisation's operating environment INSM&L007 – Develop your organisation's vision, strategies and business plans INSM&L008– Promote equality of opportunity, diversity and inclusion in your organisation INSM&L009 – Develop your organisation's values and culture INSM&L010– Develop operational plans and manage risks INSM&L011– Develop, maintain and evaluate business continuity plans and arrangements INSM&L012– Manage Corporate Social Responsibility (CSR) INSM&L013 – Ensure compliance with legal, regulatory, ethical and social requirements INSM&L014 – Use information for decision making
C. Driving innovation and change	INSM&L015– Identify and evaluate opportunities for innovation and improvement INSM&L016 – Plan change in your work environment INSM&L017 – Implement and evaluate change INSM&L018 – Manage continuous improvement of overall performance of your organisation
D. Building and developing collaborative relationships	INSM&L019 – Plan the workforce INSM&L020 – Recruit, induct and retain employees into their roles INSM&L021 – Manage the redeployment of employees to new roles INSM&L022 – Manage redundancies INSM&L023– Follow your organisation's disciplinary and grievance procedures INSM&L024 - Build teams and allocate work to team members INSM&L025 – Manage and quality assure work in your team INSM&L026 - Manage team communications

Key Competency Areas	Key Functions defined by NOS
	INSM&L027 – Manage flexible and remote working arrangements INSM&L028 – Promote and manage staff wellbeing INSM&L029 – Support employees' learning and development INSM&L030 – Coach or mentor employees INSM&L031– Develop and sustain working relationships with colleagues and stakeholders INSM&L032– Develop and sustain collaborative relationships with departments and other organisations INSM&L033 – Manage conflicts in work environment INSM&L034 – Lead meetings to achieve objectives
E. Managing Resources	INSM&L035 – Identify and justify requirements for financial resources INSM&L036 – Manage financial resources INSM&L037 – Manage budgets INSM&L038 – Manage physical resources INSM&L039 – Manage the environmental and social impacts of your work INSM&L040 – Optimise the use of technologies INSM&L041 – Manage information, knowledge and communication systems INSM&L042– Develop knowledge and communicate information
F. Managing Business Plans, Processes and Compliance	INSM&L043 – Implement and evaluate strategic and operational business plans INSM&L044 - Manage business processes INSM&L045 - Manage programmes of work or projects INSM&L046– Develop and implement marketing plans INSM&L047 – Plan and monitor the work of sales teams INSM&L048 – Bid for contracts to supply products and services INSM&L049 – Sell products and services INSM&L050 – Develop a customer-focused organisation INSM&L051 – Deliver products and services to customers INSM&L052 – Manage customer service INSM&L053 – Manage quality assurance systems INSM&L054 – Carry out and participate in quality audits

Key Competency Areas	Key Functions defined by NOS
	INSM&L055 – Provide healthy, safe and secure working environments and practices
	INSM&L056 – Produce and procure products and services from external suppliers
	INSM&L057 – Select suppliers through a tendering process
	INSM&L058 – Outsource business processes