

# HS2 Leadership Framework

	PEOPLE LEADERSHIP		RELATIONSHIP LEADERSHIP		BUSINESS LEADERSHIP		ENTREPRENEURIAL LEADERSHIP	
	<b>INSPIRATIONAL &amp; EMPATHETIC LEADERSHIP</b> Encourages followship & sees the world from teams' perspective	<b>EXECUTION</b> Achieving results through others	<b>INFLUENCE</b> Persuading and influencing others	<b>COLLABORATION</b> Creating synergies through working in partnership	<b>DIRECTION</b> Providing vision and direction	<b>BUSINESS JUDGEMENT</b> Making sustainable business decisions	<b>INNOVATION</b> Facilitating change and innovation	<b>GROWING TALENT</b> Developing effective capability
<b>Enterprise Leader</b>	<b>Figurehead leadership</b> Promotes employee unity and cultural diversity and has desire to understand what others are experiencing. Places health, safety and wellbeing of all as priority	<b>Achieving HS2 strategic goals</b> Harnessing the full range of capabilities from senior teams; holding top leaders accountable	<b>Stakeholder influencing</b> Getting broad support and buy-in for initiatives, leveraging internal and external relationships	<b>Creating partnerships</b> Inclusively leads by action and empowers others to make best for programme decisions.	<b>Creating strategic direction</b> Setting and communicating long term strategy to shape and redefine the UK rail industry	<b>Leading sustainability</b> Making judgement on what will ensure the sustainability of HS2 and delivers an integrated product of value to the taxpayer	<b>Leading transformational change</b> Creating conditions for people to innovate, setting the agenda for change	<b>Sustaining enterprise capability</b> Fast tracking the careers of senior talent pools; mentoring, sponsoring, fostering mobility, and defining succession
<b>Functional Leader</b>	<b>Attentive leadership</b> Recognises, predicts, understands and actively listens to meet the emotional needs of team members. Motivates and provides a 'psychologically safe' environment.	<b>Stretching performance</b> Stretching the performance of people with a wide range of skills and capabilities	<b>Cross-matrix influencing</b> Using a range of interpersonal approaches to persuade people with differing perspectives and interests	<b>Collaborating across boundaries</b> Establishes reciprocal relationships and alliances across the organisation. Rallies the group around a compelling vision of change to deliver an integrated program.	<b>Coordinating cross business teams</b> Creating a shared sense of purpose; keeping diverse teams focused on the same HS2 goals	<b>Ensuring value for money</b> Makes agile and 'best for program' judgements that are within remit. Nurtures empowerment in others.	<b>Inspiring differentiation</b> Innovating and encouraging early adoption of new ideas; 'pushing the boundaries'	<b>Fast-tracking talent</b> Taking risks with growth opportunities for high potential performers to 'raise their game'
<b>Team Leader</b>	<b>Engaged leadership</b> Projects passion and confidence. Actively listens to what colleagues say and feel. Actively promotes inclusion, safety and wellbeing agendas. Has a genuine interest in what colleagues say and feel. Actively promotes wellbeing	<b>Facilitating delivery through others</b> Keeping people's performance on track; anticipating obstacles; creating ownership and accountability	<b>Persuasive influencing</b> Tailoring information and arguments for different audiences	<b>Team-working</b> Encourages and convinces key stakeholders to participate in the process.	<b>Giving clarity on direction</b> Creating a clear sense of direction and priorities	<b>Adding value</b> Making priority judgements within remit whilst taking accountability.	<b>Facilitating continuous improvement</b> Challenging current practices to improve how we design and deliver HS2	<b>Coaching talent</b> Coaching and sharing own knowledge and experience to help people to develop