

HS2 Leadership Framework | Refreshed 2026

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The refreshed HS2 leadership framework aligned to the CMI Professional Standard and HS2 Leadership Expectations and Priorities

Leadership Heading	PEOPLE LEADERSHIP		RELATIONSHIP LEADERSHIP		BUSINESS LEADERSHIP		ENTREPRENEURIAL LEADERSHIP	
Leadership Behaviour	INSPIRATIONAL & EMPATHETIC LEADERSHIP	EXECUTION	INFLUENCE	COLLABORATION	DIRECTION	BUSINESS JUDGEMENT	INNOVATION	GROWING TALENT
	Leading with empathy, fostering fellowship, and enabling constructive challenge	Owning whole-programme outcomes, prioritising what matters most and delivering results through others	Persuading and influencing others in a transparent & honest manner	Creating synergies through working in partnership to support delivery	Providing clear vision and direction to support safe delivery of the mission	Making whole-programme, evidence-based decisions that balance interdependencies, risk, compliance and assurance	Facilitating change and innovation to deliver effectively	Developing skills and capabilities to deliver the programme
Enterprise Leader	Leading with purpose Shapes an inspiring culture. Champions safety, inclusion, empathy and psychological safety at scale, enabling high performance	Enabling performance and delivery at scale Creates the conditions, culture and accountability for performance, change and safe, sustainable delivery	Influencing at organisational scale Builds broad support for major initiatives, manages complex stakeholder dynamics and communicates transparently with clarity and persuasion	Programme-wide collaboration Develops broad alliances, promotes transparency, knowledge-sharing and enables collaboration to strengthen performance	Defining strategic direction Shows how everyone contributes to the mission, and sets priorities that drive collective performance and delivery	Shaping strategic, judgment Leads through crises, ensures controls and resilience, and embeds value for money and risk-aware decision making at scale	Leading change and innovation Helps people understand the value of change and innovation and leads through transitions.	Shaping HS2's talent pipeline Identifies and engages diverse talent, creating opportunities for growth, building robust succession pipelines and championing a culture of continuous development
Functional Leader	Driving collective performance: Builds engagement and commitment by role modelling safety, empathy and inclusion, creating the conditions for high performance	Driving consistent performance Ensures structures, skills and capacity support performance, change and safe, sustainable delivery	Influencing across diverse groups Anticipates resistance, resolves conflict constructively and brings people together around shared objectives, through open, honest and inclusive engagement	Connecting groups and sharing expertise Encourages information-sharing, aligns groups around shared outcomes and strengthens collective problem-solving	Aligning teams to purpose Connects teams to priorities, tailoring messages to different groups and encouraging teams to own the whole	Ensuring sustainable, commercially-sound choices Leads effective responses to crises, and ensures decisions mitigate risks and support sustainable performance, delivery and value for money	Challenging how things are done Drives innovative ideas to improve delivery across teams. Questions existing practices and encourages forward-thinking solutions and ways of working	Building team capability and progression Provides opportunities to build capability and mobilise talent. Supports progression and puts in place development plans that improve performance
Team Leader	Building inclusive teams Creates a safe, supportive and inclusive environment where people feel valued, empowered and heard. Demonstrates empathy, builds trust and inspires individuals to perform	Delivering performance through clarity Ensures people know what's expected of them, keeping messages simple, focusing on priorities, recognising good work and addressing performance issues early	Influencing through trust Demonstrates, transparent and honest leadership to secure buy-in. Spots early conflict and uses clear communication to keep conversations constructive	Working together effectively Ensures people to work collectively towards common goals, making the most of different working styles	Giving clear direction Clarifies priorities and links them to the wider programme, helping people understand their role and impact	Making sound daily decisions Considers longer-term implications, manages risks, and maintains continuity and performance in day-to-day delivery	Encouraging new thinking Inspires people to think differently, push boundaries and try new approaches to improve performance and productivity	Developing individual capability Helps individuals identify development needs, removes obstacles and provides coaching, mentoring and stretch opportunities to build capability and talent

HS2 Leadership Framework - Levels

The different levels on the leadership framework relate to the level of demand placed on the leader, rather than the position or grade of the role

Leadership level	Leadership demands
Enterprise Leader	Leading in a whole and future context e.g. whole organisation, directorate, major function where the people and business demands relate to the integration and alignment of diverse functions and disciplines, and stretch beyond the known and predictable into new and uncharted territory
Functional Leader	Leading in a diverse context e.g. across different units, teams, departments, where the people and business demands are broad and multidimensional
Team Leader	Leading in a team context e.g. multiple individual contributions or team, unit, department or location where the people and business demands are homogeneous and well defined