The ILM Knowing-Doing-Being framework takes into account all aspects of good leadership and management and how it works in practice. It recognises the need for rounded development – technical knowledge, capability and personal awareness.

Knowing – key competencies:

Having a thorough understanding of the principles of effective leadership and management, information analysis and synthesis, financial and performance management skills, plus an understanding of the key operational issues in function-specific areas (HR, Marketing, Finance, Operations, R&D).

Doing – able to:

- Provide departmental/divisional leadership; plan and implement strategies; lead change programmes.
- Plan and manage operations, people and resources to maximise operational effectiveness; monitor performance and control budgets.
- Encourage innovation, effective internal communications and cross-functional/working; manage risks and contingency planning.

Being – demonstrated by:

Senior managers who understand the importance of living the values of the organisation. They inspire others to perform beyond their personal expectations and have the mental strength to make tough decisions.