

Manager Capability Framework

The 3Cs: Connection, Clarity and Capability. Manager capability means the repeatable behaviours that help people connect, understand what matters and grow in their work. Use this as a practical observation and development guide, not a scored competency test.

CONNECTION

Build relationships where people can speak honestly and feel supported.

1. Hold regular one-to-ones and listen before advising.
2. Ask how workload and wellbeing are affecting work.
3. Invite dissent and respond without blame.
4. Follow through on commitments and explain changes.
5. Notice contributions and include quieter voices.

CLARITY

Make priorities, expectations and decision rights visible.

1. Translate team goals into clear near-term priorities.
2. Agree what good work looks like and by when.
3. Delegate outcomes with authority and check-in points.
4. Explain who decides, contributes and escalates.
5. Address performance gaps promptly and specifically.

CAPABILITY

Help people develop the skills and judgement to deliver.

1. Give specific feedback close to the work.
2. Ask coaching questions before offering a solution.
3. Identify a skill to practise on real work.
4. Provide support and remove blockers to progress.
5. Review learning after a task and plan the next attempt.

Put it to work: Ask a manager and a colleague which behaviour is most visible today and which would make the greatest difference. Choose one action to practise for two weeks, gather an example of its effect, then review together. For deeper reflection, use the free manager diagnostics at growthperformance.co.uk/tools.

Want help putting this into practice?

Growth Performance builds the human advantage in an AI-driven world, with people, teams and leaders.

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