

Leading for the Future; creating vision and purpose

Creates and communicates strategy

- Develops a vision and purpose; creates something that convinces others to support them
- Thinks strategically, develops effective strategies for achieving the vision
- Plans ahead, keeps the long term in mind
- Communicates direction, engaging and inspiring others
- Ensures everyone understands their role in delivering the vision, with clear priorities and measures of progress.

Anticipates and adapts

- Recognises and responds to uncertainty and ambiguity
- Thinks holistically, considering scope and impact
- Looks at global markets and anticipates trends
- Identifies opportunities
- Uses a range of thinking skills when working in complex environments
- Anticipates and manages change.

Leading People Together; creating a culture for success

Collaborates across boundaries

- Communicates openly to build strong relationships
- Builds networks internally and externally
- Brings people together to drive and achieve collective success
- Fosters an environment of collaboration across boundaries, works hard to remove silos
- Develops a culture of honest and open conversation
- Encourages diversity of thinking
- Shows political awareness within the organisation.

Empowers and engages

- Adapts leadership style and approach to get the best from people and in support of the organisational climate
- Champions the need for change and innovation, and creates a 'can-do', problem solving culture
- Gives people the autonomy they need to be successful
- Empowers and develops others
- Develops high performing teams.

Leading the Way; leading with integrity

Leads the way

- Understands self as a leader; recognises and positively responds to the impact they have on others
- Actively seeks and listens to feedback
- Takes difficult stands when necessary
- Asks questions and thoughtfully challenges the status quo
- Values difference in skills, talent and culture
- Is able and willing to change own view if faced with appropriate evidence

Builds trust

- Reliable: delivers on what they promise and behaves consistently
- Influences people both directly and indirectly through ideas and behaviour rather than position and power
- Makes ethically sound decisions
- Understands stakeholder perspectives, and accounts for their needs based on an understanding of the social, political and environmental forces affecting them
- Sees what needs to be done
- Develops self and applies expertise.



The RICS Leadership Competency Framework

This framework has been developed by RICS to equip future leaders in the built environment with the skills needed to achieve success and develop sustainable solutions to complex commercial challenges. This framework, when combined with a comprehensive technical understanding of the Real Estate Lifecycle [see next page] forms a powerful set of tools that those leaders can use to impact change and growth to both their organisation and themselves.

BUILDING SUSTAINABILITY

Leading for
the Future;
creating vision
and purpose

MANAGING CHANGE

Leading
People Together;
creating a culture
for success

DELIVERING RESULTS

Leading
the Way;
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integrity



The Real Estate Lifecycle

The lifecycle represents an overview of the multidisciplinary technical awareness that successful senior leaders in the built environment will need to gain competitive advantage in the future.

