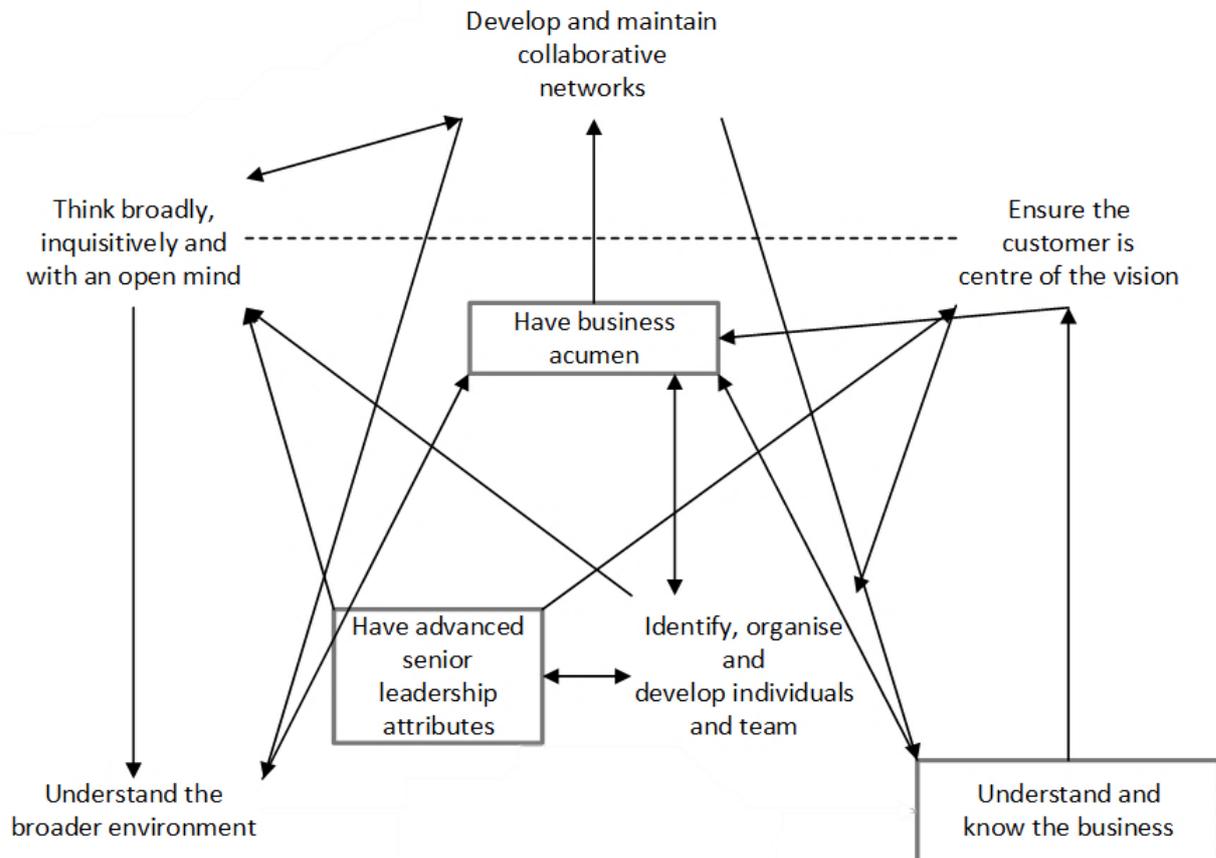


Resource type: Project 13

Competencies required of a capable infrastructure leader

Competency diagram



1. **Understanding and knowing the business:** This captures the importance of developing critical knowledge and understanding of the infrastructure business from a service provision perspective, focusing on 'value creation' (social, economic) within its institutional context.
2. **Advanced senior leadership attributes:** This captures the importance of knowing self and relating to/working with others within a volatile, uncertain, complex, ambiguous (VUCA) environment. Successful implementation requires the traditional leadership skills of communication, decision-making and strategic thinking for example; but more significantly, it is also clear that some characteristics need to be malleable in terms of what the organisation needs from individuals in leadership roles and how they are going to contribute to the success of the business. Leaders must also focus on the dynamic relationship between leadership and culture.
3. **Business acumen:** This captures the importance of understanding the money and being a commercially minded business leader. The relevance of this particular leadership characteristic demonstrates that infrastructure leadership does not necessarily require a traditional background in construction or engineering; rather a sound knowledge of how commercially minded business functions and how to make clear decisions defined by value for the business, shareholders, colleagues, customers and society.

1. Develop and maintain collaborative networks	2. Identify, organise and develop individual and team	3. Understand and know the business *	4. Understand the broader environment	5. Have advanced senior leadership attributes *	6. Think broadly, inquisitively, and with an open mind	7. Ensure customer is centre of the vision	8. Have business acumen *
Understand needs of suppliers	Improve people management to create learning	Understand core purpose/value of operating business	Promote environmental sustainability	Appropriate knowledge and experience to be credible	Utilise cross-industry knowledge and best practice	Shaping the voice of the customer	Understand the money – financing, affordability, etc
Facilitating a joined-up ecosystem	Enhancing the change leadership	Creating clear sense of purpose and shared vision	Able to set and execute a winning stakeholder strategy	Understanding the change agenda	Enhance ability to innovate and aspire creativity	Improve the ability to create and communicate a vision	Develop commercial ability
Enhance collaborative approach to all stakeholders and others	Able to realise the potential of a multi-organisational team	Understand infrastructure business and how they deliver services	Communicate with, and influence wide range of corporate disciplines	Develop peer-to-peer collaboration	Inquisitive about new development in technology and service delivery	Sets a successful vision + strategy	Understanding and owning the business case
Astute relationship management; understand complexities that sit within stakeholder relationships	Encourage and demonstrate the right behaviours from the individual and team	Understand infrastructure in a service context	Understand how to embrace advances in digital environment – big data, automation, etc	Problem and opportunity definers	Embrace innovation without inhibition	Understanding who the customer is and what their “conscious” and “unconscious” wants are	Appreciation of risk appetite
Empathise with all sectors e.g. operations, regulators, investors	Clarity of roles and responsibilities to drive clear accountability	Understand infrastructure as an economic and social enabler	Alignment with core objectives of stakeholders	Deep resilience, able to stay focused and positive	Creating thinking time	Increased focus on outcomes and impact on customer	
Improve horizontal collaboration and communication	Fostering the right culture to allow these responsibilities	Appreciation of best value to the business	Understand the social, environmental and political issues around infrastructure	Understand and communicate ambitions to the wider team	Externally focused, keeping abreast of emerging trends and apply them where relevant		
Learning from other Capable Owners – multi-sector	Ability to set a high performing culture	Enhance advocating of the business		Ability to inspire and excite	Recognise and incorporate best practice from other industries		
	Openness, respect and trust	Understand the politics of infrastructure [local, national, global]		Confident in general corporate skills [finance, HR etc]	Finding ways to challenge, change and improve the supply chain		
	Celebrating success	Lessons learned and actively		Uses	Continuously		

	applied to inform future decisions	data/information to support decision making	develop skills and knowledge through learning
Team and talent development	Business case ownership	Develop understanding of impact on others	Able to engage with leaders of other businesses
	Clear sponsorship	Relate to all other areas/functions of the business	Embrace digital transformation
	Set a vision for integrated post project operation	Able to operate at executive director level	Able to question the future assumptions
		Ability not to get stuck in detail	Be inclusive and encouraging a wide range of inputs
		Ability to work with emotion	
		Enhanced quick decision making	
		Develop strategic competence	