

# Accountability framework - Craft Leader + Management Leader

<div><b>Purpose</b></div> <p>This framework is designed to help teams implement a model where Craft Leaders and Management Leaders are set up as peers, with different, but equally consequential, accountabilities. This helps teams more effectively benefit from both modes of leadership.</p> <div><b>Definitions</b></div> <p><i><b>Craft Leader</b></i> - A non-management leadership role in each function or craft (e.g. Lead Designer, Solution Architect, Staff Product Manager).</p> <p>Craft Leaders focus more on directing work - what the strategy, metrics and quality expectations are for a team</p> <p><i><b>Management Leader</b></i> - A management leadership role with a team of craft specialists reporting to them (e.g. Design Manager, Engineering Manager, Manager - Product Management. This example is not focused on a manager of managers like a VP, Head of, etc).</p> <p>Management Leaders focus more on directing people - how a team is organised, operated and held accountable</p> <p><i><b>Leadership squad</b></i> - The set of people who lead a team, or team of teams, towards delivering on collective objectives. They have joint accountabilities that multiple people within the squad share (e.g. setting team org structure).</p> <p><i><b>Driver/navigator</b></i> - The ‘driver’ actively advances the work and the ‘navigator’ acts as a sounding board / brings perspective to ensure the work goes in the right direction.</p> <div><b>How to use</b></div> <p><i>(1)</i> This framework is a starting place for teams to develop a model that works in their context. Each of the four columns outlines an area of leadership expression with a set of default accountabilities. Teams may have slightly different default accountabilities in their situation, so adjust accordingly (e.g. org structure and craft metrics may come from outside the team).</p> <p><i>(2)</i> Once a model is in place that fits the teams in question, each Craft Leader / Management Leader pair needs to work through the model, writing down specific accountabilities that each will take on. This builds explicit, shared understanding.</p> <p><i>(3)</i> Each leadership pair then needs to communicate their accountability split - up, down and sideways - so anyone in their team can easily identify who makes which decisions.</p>	Craft Leader			
	Management Leader			
	<b>Management practice</b>	<b>Business direction</b>	<b>Craft direction</b>	<b>Craft practice</b>
	<ul style="list-style-type: none"><li>• Cultivate a culture of trust and psychological safety</li><li>• Team engagement<ul style="list-style-type: none"><li>• Effective 1-1s, regular guidance</li><li>• Fostering intrinsic motivation</li><li>• Model self-care</li></ul></li><li>• Set set clear role expectations and hold people accountable<ul style="list-style-type: none"><li>• Each person in the team has meaningful feedback loops</li><li>• Work is delivered to craft standards</li><li>• Performance management</li></ul></li><li>• Growth planning<ul style="list-style-type: none"><li>• Growth conversations, career guidance</li><li>• Creating learning opportunities</li></ul></li><li>• Team organisation and resourcing<ul style="list-style-type: none"><li>• The right people are on the right work</li><li>• Prioritisation/workload management</li></ul></li><li>• Team design and structure</li><li>• Capacity planning, craft skills mix</li><li>• Hiring, location footprint strategy</li></ul>	<div>LEADERSHIP SQUAD JOINT ACCOUNTABILITIES</div> <div><b>Shared</b><ul style="list-style-type: none"><li>• Co-creation of business/product strategy (<i>driver: Craft Leaders, navigator: Management Leaders</i>)</li><li>• Co-creation of team objectives and work prioritisation approach (<i>driver: Management Leaders, navigator: Craft Leaders</i>)</li></ul></div> <div><b>Management Leader</b><ul style="list-style-type: none"><li>• Co-creation of team org structure</li><li>• Comms to team and stakeholders + stakeholder management</li><li>• Holding multi-disciplinary teams accountable for the quality of their work</li></ul></div> <div><b>Craft Leader</b><ul style="list-style-type: none"><li>• Leadership understands and is bought into the craft direction for the team/business area</li><li>• All projects have feedback on how they meet craft standards</li><li>• Drive strategic initiative/s</li></ul></div> <div><b>Management Leader</b><ul style="list-style-type: none"><li>• Craft standards are part of overall quality criteria for shipped work</li><li>• Drive strategic initiative/s</li></ul></div>	<div><b>Shared</b><ul style="list-style-type: none"><li>• Craft oriented team rituals (<i>driver: Management Leader, navigator: Craft Leader</i>)</li></ul></div> <div><b>Craft Leader</b><ul style="list-style-type: none"><li>• Overall craft strategy for the team/business area</li><li>• Definition of craft standards and quality expectations, including craft metrics and measures</li><li>• Regular feedback on what craft work from the team does/doesn't meet the standards</li></ul></div> <div><b>Management Leader</b><ul style="list-style-type: none"><li>• Hold team accountable for following craft direction</li><li>• Ensure craft standards and measures exists and are used by the team and the broader business area</li><li>• Engagement models with other teams</li><li>• Company-wide craft priorities and craft processes are followed in the team</li><li>• Systems are in place to scale craft activities without bottlenecking on a single individual</li></ul></div>	<ul style="list-style-type: none"><li>• Deliver specific projects while modelling high quality work, including:<ul style="list-style-type: none"><li>• Polished craft deliverables</li><li>• Clear communication</li><li>• Evidence based decision making</li><li>• Explicit success criteria</li><li>• Aligning stakeholders</li><li>• Broad team engagement</li><li>• Boundaries / self-care</li></ul></li><li>• Demonstrate good craft feedback practice</li><li>• Mentor less experienced team members to help them build skills and improve their application of the craft</li><li>• Influence wider multi-disciplinary team to deliver on craft decisions from specific projects</li><li>• Expert craft + domain knowledge</li></ul>
	<b>Note:</b> Both Management Leaders and Craft Leaders are expected to sit on the same leadership squad.			

