

Accountability framework - Craft Leader + Management Leader

Version 2.2b

Purpose

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.

Definitions

Craft Leader - A non-management leadership role in each function or craft (e.g. Lead Designer, Solution Architect, Staff Product Manager).

Craft leaders focus more on directing work - what the strategy, metrics and quality expectations are for a team

Management Leader - 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).

Management Leaders focus more on directing people - how a team is organised, operated and held accountable

Leadership squad - 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).

Driver/navigator - 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.

How to use

(1) 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).

(2) 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.

(3) 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.

Craft Leader			
Management Leader			
Management practice	Business direction	Craft direction	Craft practice
<ul style="list-style-type: none"> • Cultivate a culture of trust and psychological safety • Team engagement <ul style="list-style-type: none"> • Effective 1-1s, regular guidance • Fostering intrinsic motivation • Model self-care • Set set clear role expectations and hold people accountable <ul style="list-style-type: none"> • Each person in the team has meaningful feedback loops • Work is delivered to craft standards • Performance management • Growth planning <ul style="list-style-type: none"> • Growth conversations, career guidance • Creating learning opportunities • Team organisation and resourcing <ul style="list-style-type: none"> • The right people are on the right work • Prioritisation/workload management • Team design and structure • Capacity planning, craft skills mix • Hiring, location footprint strategy 	<p>LEADERSHIP SQUAD JOINT ACCOUNTABILITIES</p> <p>Shared</p> <ul style="list-style-type: none"> • Co-creation of business/product strategy (<i>driver: Craft Leaders, navigator: Management Leaders</i>) • Co-creation of team objectives and work prioritisation approach (<i>driver: Management Leaders, navigator: Craft Leaders</i>) <p>Management Leader</p> <ul style="list-style-type: none"> • Co-creation of team org structure • Comms to team and stakeholders + stakeholder management • Holding multi-disciplinary teams accountable for the quality of their work <p>Craft Leader</p> <ul style="list-style-type: none"> • Leadership understands and is bought into the craft direction for the team/business area • All projects have feedback on how they meet craft standards • Drive strategic initiative/s <p>Management Leader</p> <ul style="list-style-type: none"> • Craft standards are part of overall quality criteria for shipped work • Drive strategic initiative/s 	<p>Shared</p> <ul style="list-style-type: none"> • Craft oriented team rituals (<i>driver: Management Leader, navigator: Craft Leader</i>) <p>Craft Leader</p> <ul style="list-style-type: none"> • Overall craft strategy for the team/business area • Definition of craft standards and quality expectations, including craft metrics and measures • Regular feedback on what craft work from the team does/doesn't meet the standards <p>Management Leader</p> <ul style="list-style-type: none"> • Hold team accountable for following craft direction • Ensure craft standards and measures exists and are used by the team and the broader business area • Engagement models with other teams • Company-wide craft priorities and craft processes are followed in the team • Systems are in place to scale craft activities without bottlenecking on a single individual 	<ul style="list-style-type: none"> • Deliver specific projects while modelling high quality work, including: <ul style="list-style-type: none"> • Polished craft deliverables • Clear communication • Evidence based decision making • Explicit success criteria • Aligning stakeholders • Broad team engagement • Boundaries / self-care • Demonstrate good craft feedback practice • Mentor less experienced team members to help them build skills and improve their application of the craft • Influence wider multi-disciplinary team to deliver on craft decisions from specific projects • Expert craft + domain knowledge

Note: Both Management Leaders and Craft Leaders are expected to sit on the same leadership squad.