

A USERGENIX FRAMEWORK

# Future Leader Growth Framework

A practical mentoring matrix to help people grow from junior contributor to leadership impact.

## WHAT THIS IS

# Ten capabilities, four levels, one shared language for growth.

Each cell describes what a capability genuinely looks like in practice at that stage: a real behaviour you'd actually see someone do, not a generic competency statement.

**10**

Capability areas

**4**

Levels, Junior to Leader

*Not a rating tool, but a map for sharper development conversations.*

# Four levels of growth

Every capability in the framework moves through the same four stages. The shift is from doing the work, to owning it, to being accountable for it, to building the system around it.

01

## Junior

### Learning the craft

Delivers assigned work with guidance and support.



02

## Mid-Level

### Working independently

Owens workstreams and decides within agreed boundaries.



03

## Senior

### Accountable for outcomes

Handles complexity, ambiguity and cross-team delivery.



04

## Leader

### Creating the conditions

Sets direction and enables others to perform.

## HOW TO USE IT

# Three ways in

### FOR INDIVIDUALS

Find where you sit today in each row. Identify the cell one level up. That's your next stretch, not a distant future state.

### FOR MENTORS & MANAGERS

Use it as a conversation guide, not a rating tool. A way to open a sharper development conversation, not to score someone.

### FOR TEAMS

Build a shared language around growth and leadership readiness, so "ready for the next level" means something specific.

A NOTE BEFORE YOU USE THIS

Growth isn't strictly linear, and nobody sits neatly in one column across every row.

*Use this to spot patterns, not to box someone in.*

# Ten capability areas

01 **Ownership**

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02 **Decision-Making**

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03 **Stakeholder Management**

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04 **Communication**

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05 **Problem-Solving**

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06 **Delivery Confidence**

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07 **Strategic Thinking**

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08 **Coaching Others**

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09 **Confidence & Presence**

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10 **Learning Mindset**

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# Ownership

**JUNIOR** 01

Delivers assigned tasks with guidance.

**MID-LEVEL** 02

Owns workstreams and manages day-to-day delivery.

**SENIOR** 03

Takes accountability for outcomes, risks and cross-team delivery.

**LEADER** 04

Creates clarity, direction and accountability across teams or functions.

# Decision-Making

## JUNIOR

01

Escalates decisions and seeks approval.

## MID-LEVEL

02

Makes informed decisions within agreed boundaries.

## SENIOR

03

Makes judgement calls in complex or ambiguous situations.

## LEADER

04

Sets decision principles and enables others to decide well.

# Stakeholder Management

**JUNIOR** 01

Communicates updates clearly when asked.

**MID-LEVEL** 02

Builds working relationships with key stakeholders.

**SENIOR** 03

Influences stakeholders and manages difficult conversations.

**LEADER** 04

Shapes senior alignment and builds trust across the organisation.

# Communication

## JUNIOR

01

Provides clear status updates.

## MID-LEVEL

02

Adapts communication to different audiences.

## SENIOR

03

Communicates risks, trade-offs and recommendations with confidence.

## LEADER

04

Creates shared understanding around strategy and change.

# Problem-Solving

**JUNIOR** 01

Identifies issues and asks for support.

**MID-LEVEL** 02

Analyses problems and proposes practical options.

**SENIOR** 03

Anticipates problems and resolves root causes.

**LEADER** 04

Builds an environment where teams solve the right problems.

# Delivery Confidence

## JUNIOR

01

Supports delivery plans and follows agreed processes.

## MID-LEVEL

02

Plans and coordinates delivery with some independence.

## SENIOR

03

Leads complex delivery and manages dependencies and risk.

## LEADER

04

Builds delivery systems and rhythms that improve performance.

# Strategic Thinking

**JUNIOR** 01

Understands how their work contributes to team goals.

**MID-LEVEL** 02

Connects delivery activity to business priorities.

**SENIOR** 03

Challenges whether work is aligned to value and outcomes.

**LEADER** 04

Translates strategy into priorities, capability and execution.

# Coaching Others

## JUNIOR

01

Shares knowledge when asked.

## MID-LEVEL

02

Supports newer colleagues and explains good practice.

## SENIOR

03

Coaches others through challenges with constructive feedback.

## LEADER

04

Develops future leaders and creates room for others to grow.

# Confidence & Presence

## JUNIOR

01

Participates when invited.

## MID-LEVEL

02

Contributes actively in team and project discussions.

## SENIOR

03

Holds their position with confidence in senior forums.

## LEADER

04

Builds confidence in others; represents the function at senior level.

# Learning Mindset

**JUNIOR** 01

Learns from feedback and experience.

**MID-LEVEL** 02

Actively seeks feedback and applies learning.

**SENIOR** 03

Reflects on patterns, mistakes and improvement opportunities.

**LEADER** 04

Models learning and humility for others to follow.

TURN IT INTO A NEXT STEP

# My development reflection

1 Where am I today, across the rows?

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2 Which capability do I most want to strengthen?

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3 What behaviour do I need to practise more often?

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4 What stretch opportunity would help me grow?

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5 Who can mentor, sponsor or support me?

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6 What will I do in the next 30 days?

# Where practitioners share what actually works.

Practitioner knowledge, tools and resources to help people grow.