



Capability Frameworks, Performance & Pathways

Making capability
visible and usable.

**Practical systems connecting organisational
priorities with clear expectations, performance
conversations, development and progression.**

Competencies create little value when they live only in documents.

Many organisations have role profiles, competency lists and development processes—but they do not operate as one coherent system.

- 01 Expectations vary across functions and managers.
- 02 Competencies are used for recruitment, then forgotten.
- 03 Performance conversations lack shared behavioural standards.
- 04 People cannot see how to develop or progress.
- 05 Leaders cannot see current capability or future gaps.

CLEARER EXPECTATIONS

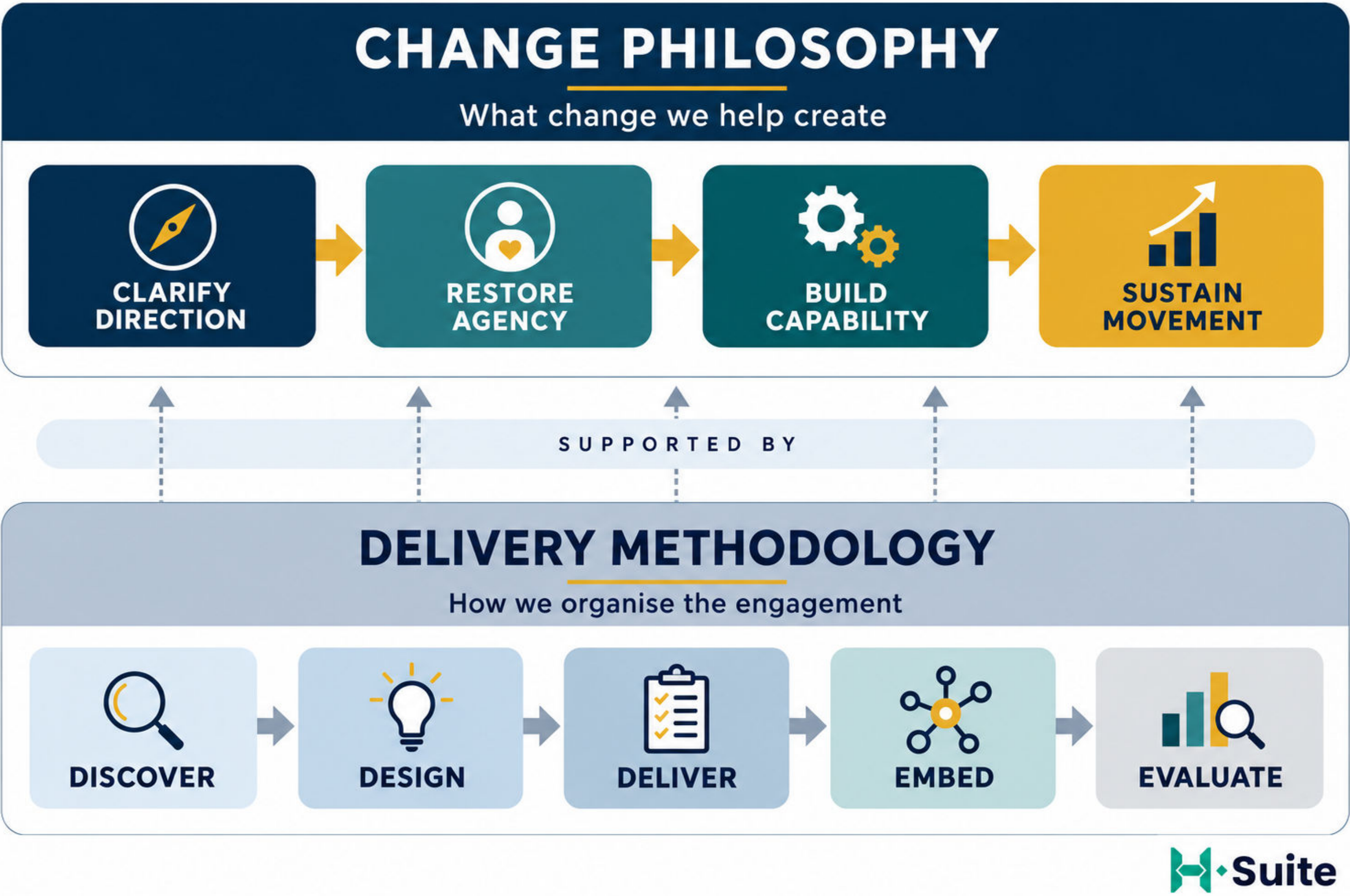
CONNECTED DECISIONS

VISIBLE PATHWAYS

Capability systems must create movement, not more documentation.

Capability systems create value when organisational direction is translated into clear expectations, practical people processes and sustained everyday use.

Our proprietary methodology connects the change we help create with the way each engagement is organised.



The framework, tools and pathways are designed around real organisational decisions—then supported into consistent use.

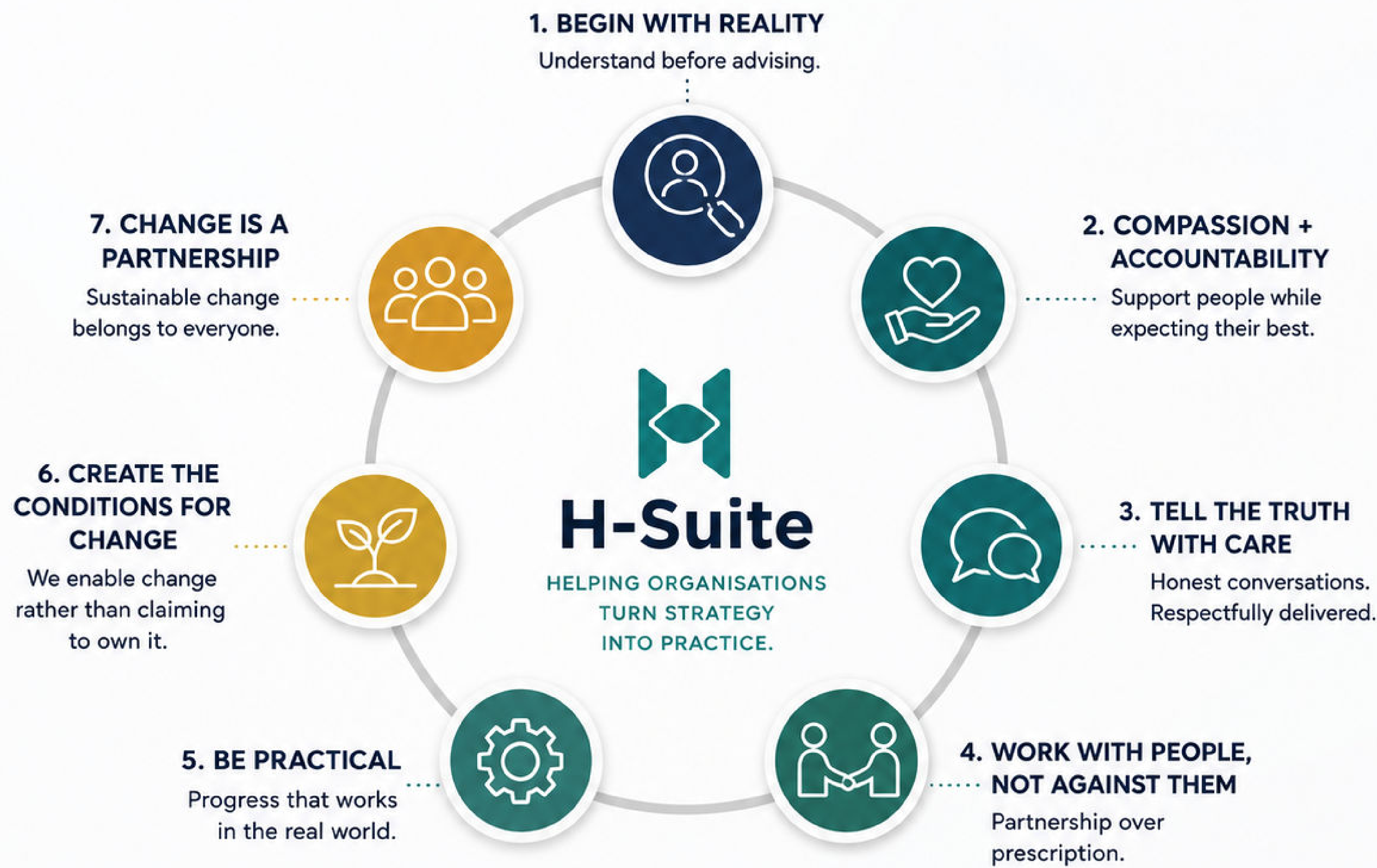
Useful systems begin with organisational reality.

We begin with the work, people and decisions the framework must support. Clarity, partnership and practical application shape both the design and its activation.

THE H-SUITE WAY

THE PRINCIPLES THAT SHAPE EVERY ENGAGEMENT.

Our philosophy guides how we think, how we work and how we partner with leaders and organisations to create meaningful, lasting change.



DIFFERENT CHALLENGES. ONE CONSISTENT PHILOSOPHY.
HELPING ORGANISATIONS CREATE MEANINGFUL, SUSTAINABLE MOVEMENT.



CLARIFY
DIRECTION



RESTORE
AGENCY



BUILD
CAPABILITY



SUSTAIN
MOVEMENT

Tangible outputs selected and connected around organisational need.

CAPABILITY ARCHITECTURE & LEVELS

Clear capability areas, proficiency levels and observable behavioural indicators.

ROLE & CAPABILITY MAPPING

Connections between roles, responsibilities, current capability and future requirements.

MANAGER & EMPLOYEE TOOLS

Practical resources for feedback, performance and development conversations.

PERFORMANCE, DEVELOPMENT & PATHWAYS

Alignment with review processes, learning priorities, progression and role movement.

RECRUITMENT, ACTIVATION & EVALUATION

Consistent assessment standards, manager briefings, practical use and refinement.

The final scope may combine framework design, performance integration, pathways and activation—or begin with the area of greatest need.

Begin where the need is greatest—or commission an integrated capability system.

01 **CAPABILITY FRAMEWORK**

Organisations needing a shared definition of capability and behaviour.
Discovery, framework design, levels, descriptors and validation.

OUTPUT A clear, usable capability architecture.

02 **PERFORMANCE & DEVELOPMENT**

Organisations connecting expectations to quality conversations.
Manager tools, development planning and performance integration.

OUTPUT More consistent feedback and development decisions.

03 **CAREER & CAPABILITY PATHWAYS**

Organisations making development and progression more visible.
Role families, capability mapping, pathways and activation support.

OUTPUT Clearer choices for employees and better workforce insight.

The modules can be commissioned independently or connected over time. Each is designed to work with the others rather than create another isolated people process.

Design expertise combined with practical activation.

ONETWENTY

H-Suite developed a practical competency map for OneTwenty, translating organisational requirements into clear behavioural expectations and creating a stronger foundation for recruitment, development and consistent management conversations.

COMPETENCY MAP • PRACTICAL LANGUAGE

LSC

Over several years, Liz Kingston has helped LSC’s leadership team and managers strengthen performance management and people practice. Through coaching, mentoring, workshops and one-to-one support, she has built confidence in feedback, underperformance, sensitive conversations and accountability.

PERFORMANCE • FEEDBACK • ACCOUNTABILITY

Together, the evidence spans framework design, performance integration and the manager capability required to make both work in practice.

A partner in meaningful organisational movement.

Ciarán Hourican

Managing Director • Executive Coach • Facilitator

Ciarán works with executives, leadership teams and managers to create clarity, strengthen accountability and translate ambition into practical movement. His approach combines honest conversation, thoughtful challenge and a deep commitment to sustainable organisational change.

Liz Kingston

HR Consultant • Executive Coach • Trainer

Liz is an experienced HR consultant, executive coach and management-development specialist. She has led performance, talent and employee-relations work across multinational and high-technology organisations, combining practical HR expertise with coaching, facilitation and sound organisational judgement.

THE NEXT STEP

Begin with the decisions the capability system must improve.

We review the organisation's direction, roles, existing frameworks and people processes—then recommend the right scope, from focused framework work to an integrated capability system.

STRATEGY INTO PRACTICE

LEADING IN PRACTICE

CAPABILITY SYSTEMS

- Clarify Direction • Restore Agency • Build Capability
- Sustain Movement

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