



Leadership Competency Framework

Introduction to the Leadership Competency Framework

The Leadership Competency Framework focuses on three levels of management:

- Team Leaders/Supervisors –responsible for operational management
- Service Managers – responsible for bridging the day to day operational management with a focus on strategic management
- JMT – responsible for strategic management

The Leadership Competency Framework describes the key competencies which will enable management to:

- Achieve the strategic aims of the Council
- Drive culture change
- Deliver high performance

Competencies describe the behaviour that lies behind competent performance. The behaviours identified are those which the Council value and believe will help to achieve the long term goals.

The Leadership Competency Framework outlines seven competencies which have been identified as the key leadership behaviours which every manager needs to model in the organisation. These are:

- Leadership
- Leading Change
- Organisational & Strategic Perspective
- Winning Commitment
- Analysis & Decision Making
- Creativity & Innovation
- Delivering Results

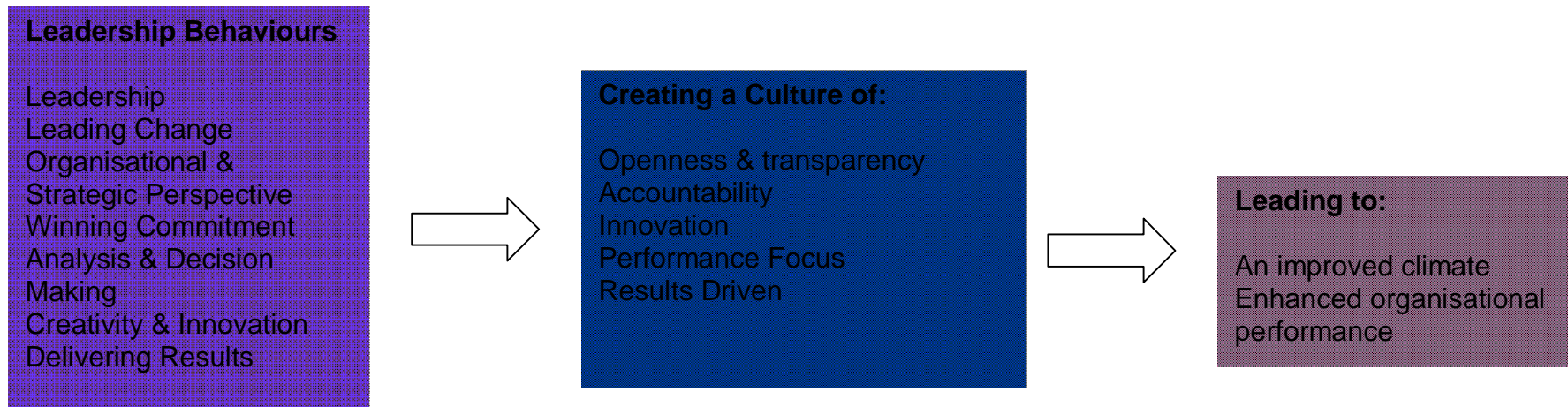
Each competency in the Leadership Competency Framework consists of:

- A definition
- A description of how it links to the Council's strategic aims and cultural change
- A list of the competency indicators
- Contra indicators which indicate an urgent development need

The Leadership Competency Framework is a really useful tool to describe the behaviours we expect to see from our leaders at every management level. It will provide a common language and consistent framework for assessing and developing behavioural attributes across the management group.

How the Leadership Competency Framework will Support Change

The Leadership Competency Framework will support change by providing a framework to describe the behaviours that are valued in the organisation. Changes to the way people behave will over time drive culture change and improve organisational performance.



How the Leadership Competency Framework will be used

The Leadership Competency Framework will be used for recruitment, performance management, development and talent management discussions. For instance using competencies in the performance review process can help to assess not only whether the individual has fulfilled their objectives but also which competencies they have demonstrated while doing so and which ones they need to work on. The performance review meeting can then be used to discuss the means by which these competencies will be learned and developed with the intention of helping the individual to further improve their performance.

This framework is not intended to be used as a tick box exercise. The competency indicators provide examples of how the competency can be demonstrated in the workplace. Performance discussions should be based on the employee providing examples to their manager of how they have demonstrated each competency or where they feel they need to develop in a competency area.

Leadership Competency	Definition
Leadership	<i>A true leader motivates, inspires and gains support from others through mutual trust without the need to rely on hierarchy and authority. Provides a compelling vision which motivates others to work towards team goals, setting clear objectives and holding people to account for results. Encourages and offers support to others in challenging situations. Enables staff to improve their performance and develop the capability of people.</i>
Leading Change	<i>Understands the need for change and embraces change in a positive manner. Communicates the vision for change by engaging and facilitating others to work collaboratively to achieve real change. Seeks out opportunities to effect change to improve organisational performance. Develops self and others to respond effectively to change communicating change clearly to all those around them.</i>
Organisational & Strategic Perspective	<i>Clearly sees the bigger picture and demonstrates an in depth knowledge of how their role supports the achievement of organisational objectives and the wider public sector. Creates clear strategies which take into account the external and political context to maximise the opportunity to add value to the community and support economic growth.</i>
Winning Commitment	<i>Builds positive and trusting relationships with colleagues, partners and customers to get business done. Develops internal and external networks which enable business to be delivered in an efficient and effective way. Encourages collaboration and commitment with various stakeholders to deliver the best in public service.</i>
Analysis and Decision Making	<i>Identifying the key issues, breaking down problems and establishing facts. Using sound judgement to make informed decisions. Creating evidence based strategies and plans which take into account different options, benefits, risks and solutions to make effective decisions even in time critical situations.</i>
Creativity & Innovation	<i>Standing back from the detail, taking a broader perspective and developing new ideas to take the organisation forward. Creating strategies and plans which take into account innovative, new approaches which are being trialled in other sectors and industries.</i>
Delivering Results	<i>Being energetic and tenacious in the achievement of goals. Takes initiatives which often involve calculated risks and demonstrates the personal drive to do things better, more effectively, and in a way that exceeds goals and targets. It includes looking for new challenges and not being satisfied with the status quo but not making change for change's sake.</i>

Leadership

Definition: A true leader motivates, inspires and gains support from others through mutual trust without the need to rely on hierarchy and authority. Provides a compelling vision which motivates others to work towards team goals, setting clear objectives and holding people to account for results. Encourages and offers support to others in challenging situations. Enables staff to improve their performance and develop the capability of people.

Link to Strategy: Strong leadership supports the delivery of excellent organisational performance. By creating clarity of direction and a common vision leaders can enhance the future performance of their team

Competency Indicators

- Leads from the front communicating and motivating people towards stretching goals
- Takes responsibility for the delivery of the service outcomes
- Clarifies strategies and plans giving a clear sense of purpose and direction to the team
- Makes it clear who is responsible for what and how results will be measured
- Visible to staff and stakeholders undertaking activities to engage and build trust with people
- Promotes the work of the team and plays an active part in supporting the organisations values and behaviours
- Keeps teams informed of progress and shows how their contribution supports the delivery of the corporate strategy
- Identifies and nurtures talent throughout their area to improve organisational performance
- Recognises, respects and rewards the contribution and achievements of others
- Uses a broad range of leadership styles to achieve results
- Maintains personal development to keep up to date with modern/current leadership
- Maintains morale and motivation during times of uncertainty remaining positive and upbeat
- Confronts unacceptable behaviour openly and acts to correct it
- Deals with performance issues identifying areas for improvement and action

Contra Indicators

- Inappropriately uses status to manage others
- Adopts a 'Do as I say, not as I do' approach
- Gives the team total freedom and no guidance
- Operates independently with little communication
- Lacks awareness of different agendas and motivations of others
- Team members left to cope with difficult situations on their own
- Doesn't display a one team ethos
- Steps back and lets the team deal with difficult situations
- Takes the credit for others' achievements
- Gives in readily when challenged
- Unable to translate, articulate and inspire people
- Overlooks opportunities to champion achievements of others
- Doesn't tailor the messages to the audience
- No awareness of the impact of their behaviours on others
- Avoids challenging underperformance/inappropriate behaviour
- Doesn't take responsibility for corporate issues
- Lack of visibility

Leading Change

Definition: Understands the need for change and embraces change in a positive manner. Communicates the vision for change by engaging and facilitating others to work collaboratively to achieve real change. Seeks out opportunities to effect change to improve organisational performance. Develops self and others to respond effectively to change communicating change clearly to all those around them.

Link to Strategy: Effective management of change is a significant contributor to organisational performance. By creating an environment where change becomes the norm allows others to be more flexible and responsive to change and minimises the disruption that change can have on the workplace.

Competency Indicators

- Recognises and accepts the need for change and communicates this in a positive way
- Effectively uses change management processes to implement change
- Monitors progress on the delivery of change in their area delivering results that are aligned to the corporate strategy.
- Gains buy in and commitment to the change through effective consultation and communication processes
- Provides staff with a belief that change is achievable and their contribution matters
- Inspires staff to contribute to and lead on change initiatives within and outside of their area
- Communicates a consistent message to keep all relevant parties informed of change and why there is the need for change
- Builds support and commitment to change through their leadership style
- Takes accountability for the wider implications of change beyond their own area of responsibility
- Finds ways to make new ideas and systems work and implements them in a positive way
- Identifies barriers and obstacles to change and works to remove them
- Networks with stakeholders to generate ideas and explore change opportunities

Contra Indicators

- Fails to provide clarity and direction
- Fails to step up to the leadership role
- Passes the buck when faced with leadership responsibility
- Delivers inconsistent messages to the team
- Provides reasons why change cannot be implemented
- Says 'but we have always done it this way'
- Delivers uncontrolled change that is counter to delivery, too much or is not well thought through
- Does not find ways around obstacles/barriers to deliver the change
- Doesn't use change management processes to implement change
- Does not act as a positive role model towards change
- Works in a silo type way to deliver change
- Does not take on a wider perspective to change, narrow perspective
- Intolerance to failure

Organisational and Strategic Perspective

Definition: Clearly sees the bigger picture and demonstrates an in depth knowledge of how their role supports the achievement of organisational objectives and the wider public sector. Creates clear strategies which take into account the external and political context to maximise the opportunity to add value to the community and support economic growth.

Link to Strategy: Being able to see the bigger picture and develop strategies which take into account the external and political environment contributes to the achievement of the corporate strategy and the longer term vision for public service. It also enables the organisation to anticipate challenges, understand the changing political environment and put in place plans to ensure that the organisation continues to deliver on its corporate strategy.

Competency Indicators

- Understands the organisational structure, objectives and priorities to ensure there is joined up thinking across service areas
- Actively seeks out information to understand how the different services work and how they link to the corporate strategy
- Translates and communicates corporate objectives in a practical way to the team to enhance overall performance
- Focuses on the overall goal of what the team is looking to achieve rather than the task
- Challenges the status quo in own and other service areas to drive organisational improvement
- Focuses on delivering the longer term strategic priorities aligning short term objectives to longer term plans
- Develops an understanding of the wider issues facing the public sector and the impact this will have
- Recognises when the policy/legislation is in conflict with service priorities and challenges to effect change
- Regularly reviews policy, process and procedures in line with the corporate vision to improve delivery
- Identifies issues/trends which may impact or benefit own team's work
- Understands the priorities of other areas to identify opportunities for partnership/efficient service delivery

Contra Indicators

- Focus on the task rather than the overall goal
- Fails to take into account the wider perspective
- Doesn't consider how their work impacts on other areas
- Adopts a 'one size fits all' approach to work
- Lacks insight into the wider context
- Takes a short term view
- Is narrow and silo'd in approach
- Lacks interest/commitment in gaining wider understanding of other stakeholders
- Significant focus on own team delivery with little regard for other areas
- Fails to take into account changes in the external environment

Winning Commitment

Definition: Builds positive and trusting relationships with colleagues, partners and customers to get business done. Develops internal and external networks which enable business to be delivered in an efficient and effective way. Encourages collaboration and commitment with various stakeholders to deliver the best in public service.

Link to Strategy: Being able to win the hearts and minds of colleagues, focusing their efforts on the delivery of the corporate strategy is key to success. Influencing is critical in a diverse organisation which delivers a variety of different services and adopts a variety of different service delivery models to deliver public service.

Competency Indicators

- Uses proposals based on factual data and information to convince others
- Retains belief in their proposal even when facing opposition from more powerful others
- Adapts the content, style, message and tone of interaction to the needs and preferences of the audience
- Sensitive to the diverse views and beliefs that people hold and anticipates and prepares for others' reactions based on this understanding
- Understands their own impact and uses a range of influencing skills and techniques to achieve the best outcomes
- Identifies key decision makers or 'people of power' and builds positive relationships to influence and gain support
- Uses chains of indirect influence to build relationships of trust in order to get things done
- Uses influence rather than hierarchical position to build commitment from a variety of different stakeholders
- Creates 'win-win' outcomes by developing relationships which will provide mutual, long term benefit
- Uses a wide variety of influencing skills to achieve the best results with stakeholders

Contra Indicators

- Uses positional power to build support
- Fails to get support for ideas or projects
- Doesn't build positive relationships with others
- Believes that good ideas will sell themselves
- Isn't aware of own impact and creates disharmony
- Doesn't tailor the delivery of proposals to the audience
- Insensitive to different views and opinions
- Listens to defend rather than to understand
- Uses a 'one size fits all' approach to influencing and negotiating
- Limited networks – internal and external
- Circumvents the system to achieve own goals

Analysis and Decision Making

Definition: Identifying the key issues, breaking down problems and establishing facts. Using sound judgement to make informed decisions. Creating evidence based strategies and plans which take into account different options, benefits, risks and solutions to make effective decisions even in time critical situations.

Link to Strategy: Being able to critically analyse and evaluate information in time pressured situations mitigates the decision making risk for the organisation. Making informed decisions based on evidence ensures that the decision aligns to the overall achievement of the corporate strategy. Clarity of thought is vital to ensuring the continued performance of the organisation.

Competency Indicators

- Demonstrates accountability for decision making and reaches decisions in an unbiased way
- Empowers team members to identify solutions to problems faced and make decisions where appropriate
- Identifies patterns and trends in information and draws conclusions based on the evidence available
- Recognises when more information is required to make a decision, critically analysing the data available
- Identifies and analyses a range of options and assesses the short and long term impacts of the decision
- Puts the needs of the organisation ahead of the needs of their own area to ensure that objective, sound decisions are made
- Collaborates with key stakeholders to support or challenge the decisions made for their area
- Makes timely logical decisions based on risk in a pragmatic way without excessive deliberation of the facts
- Communicates clear direction to relevant parties on decisions made
- Records decisions in a manner that is suitable for evidencing for all levels of governance
- Takes corporate ownership for decisions which have wider implications outside of their area including external stakeholders and partners

Contra Indicators

- Only uses information that supports their argument
- Fails to take into account the wider perspective
- Limited consideration given to the impacts of a decision
- Makes decisions in isolation or is inconsistent in their decision making
- Defers decisions to line managers that fall within their own remit
- Deliberates for too long over decisions
- Over consultative
- Fails to take into account the strategic perspective
- Lacks confidence in making decisions
- Constantly changes direction based on challenge
- Fails to critically analyse the information available
- Relies too heavily on gut instinct
- Doesn't use robust analysis to make informed decisions
- Goes for the path of least resistance
- Endlessly takes into account the strategic perspective at the cost of short term deliverables.

Creativity & Innovation

Definition: Standing back from the detail, taking a broader perspective and developing new ideas to take the organisation forward. Creating strategies and plans which take into account innovative, new approaches which are being trialled in other sectors and industries.

Link to Strategy: Leaders will seek to develop strategies and plans for their area which break existing patterns of working when it improves the service. The ability to look across and outside of the organisation by taking a broader perspective will be key to ensuring functional boundaries do not create a barrier to success.

Competency Indicators

- Encourages a culture of innovation by genuinely listening to ideas and allowing time to be creative
- Creates time and space for 'thinking' for self and team
- Thinks 'outside the box' even if this sometimes may go against popular opinion
- Identifies patterns and trends when looking at situations or data and uses the information to generate ideas/solutions
- Actively encourages ideas from staff using these ideas to inform their own thinking, developing proposals to take forward at a senior level
- Reviews working practices and comes up with ideas to improve the way the service is delivered
- Works with others and seeks the opinions of others to reach a creative solution
- Challenges the status quo and acts against the way things have traditionally been done to identify new ways of delivering service
- Allows for failure, fails fast and embeds any learning in the organisation
- Uses ideas that have improved business performance in other businesses/sectors and adapts them to suit the organisation
- Sees beyond the current business model to envisage new ways of delivering public service
- Delivers pragmatic outcomes to achieve results

Contra Indicators

- Gets too involved in the detail
- Takes a short term view with no longer term focus
- Always applies the same concept/approach irrespective of the situation
- Risk averse and narrow approach
- Always re-inventing the wheel
- Misses opportunities to use alternative delivery models
- Contributes to a culture of inaction
- Creates a punitive environment for risk taking
- Rigid in approach/resistant to new ideas
- Avoids considering different approaches
- Says 'we have always done it this way' – satisfied with the status quo

Delivering Results

Definition: Being energetic and tenacious in the achievement of goals. Takes initiatives which often involve calculated risks and demonstrates the personal drive to do things better, more effectively, and in a way that exceeds goals and targets. It includes looking for new challenges and not being satisfied with the status quo but not making change for change's sake.

Link to Strategy: A strategy is only as good as its implementation and delivery. Delivering results is about making things happen and driving performance.

Competency Indicators

- Constantly displays a passion for delivering and striving to exceed
- Understands how their role leads on achieving corporate goals and objectives
- Organises their work and the work of their teams to ensure optimum delivery
- Actively agrees the responsibilities and accountabilities of all team members holding them to account for the delivery of work
- Consistently monitors performance of service and takes action to address any shortfalls
- Responds to pressures by prioritising and re-prioritising service deliverables supporting the decision if challenged
- Seeks feedback on a regular basis from others to measure progress of plans
- Takes ownership for achieving results against performance objectives/plans
- Leads on key projects ensuring that all project members are clear on their responsibilities and tasks
- Collaborates with others using resources efficiently to achieve the best results for the organisation

Contra Indicators

- Satisfied with mediocre achievement
- Gives in when faced with barriers or obstacles
- Focuses on non value added measures of performance
- Fails to measure performance
- Fails to take action to address underperformance
- Lack of concern for improving performance
- Sets easily attainable objectives
- Makes change for changes sake
- Keeps going with a project that is clearly failing