

LEADERSHIP COMPETENCY FRAMEWORK

360° Feedback

Partnership Working

This aspect of the councillor role focuses on the need to build good relationships with others (i.e. colleagues, officers, community groups and other organisations) by identifying and working collaboratively to achieve shared goals. It recognises the need for councillors to recognise and value different contributions, delegate or provide support as required, and to take a long-term view in developing partnerships.

I will ...	I won't ...
<ul style="list-style-type: none">✓ Build good relationships with colleagues, officers, community groups and other organisations✓ Support achievement of shared goals by motivating and encouraging others✓ Appropriately delegate, provide support or empower others to take responsibility✓ Ensure that people from all backgrounds feel valued, trusted and included✓ Use networks to build and shape key partnerships at local, regional and national levels✓ Stay calm but effectively assert authority when required to resolve conflict or deadlock	<ul style="list-style-type: none">✗ Exert control and impose solutions by using status rather than through persuasion and involving others✗ Fail to recognise or make use of others' skills and ideas✗ Avoid working with people with different views or political values✗ Act alone and fail to engage or network with others✗ Often use divisive tactics to upset relationships within the group, or disrupt council policies and decisions✗ Be defensive when criticised, blame others or fail to admit to being wrong