



*Suffolk Coastal District Council's*

## COMPETENCY **FRAMEWORK**



*May 2004*

# Enabling Suffolk Coastal to improve performance and individuals to develop their personal skills

## Our goal:

**'Suffolk Coastal is a place where the community continues to enjoy the highest Quality of Life and receives top quality services from the Council'**

This leads to a policy of continually striving to improve performance and become more effective - as an organisation and as individuals.

This means not only reviewing what we do to achieve our goals and the processes we use in doing so but also how we do it - reviewing how, as individuals, we operate and how we co-operate with each other, our customers, our

suppliers and our partners in our daily activities.

It's not only what you do but the way that you do it, THAT'S what gets results!

And that is what this booklet is about - looking at managing our performance, at what we do and how we do it.

The better we work together the better the service we provide.

**The Council's Vision, Ambition and Values provide the core to build everything else around**

These have then been further defined to give the Balanced Scorecard to define exactly what we need to do as a corporate entity (corporate scorecard) and as individuals (linking our individual objectives to Team Scorecards) to achieve our Vision and Ambition.

both equally important in our success. This is where the Competency Framework comes in.

Our Competency Framework provides us with a way to objectively examine, coach and give feedback on, individual performance.

**the way we operate and co-operate = our culture = competencies**

Our Balanced Scorecard has six perspectives - Customer, Community, Funding, Leadership, People and Performance. The way that we achieve these and the culture streams within which we operate are

Constantly reviewing individual performance against the Balanced Scorecard and the Competency Framework leads to excellent performance - this is what we mean by Managing Our Performance.

## Managing our Performance

This has three strands that inter-relate to ensure we achieve best performance:

### The Council's Vision, Ambitions and Values

the bigger picture of what we do

### The Balanced Scorecard

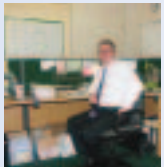
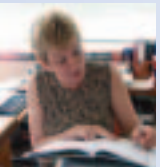
the detail of what we do and the processes involved

### The Competency Framework

examining the way in which we do things, our behaviours

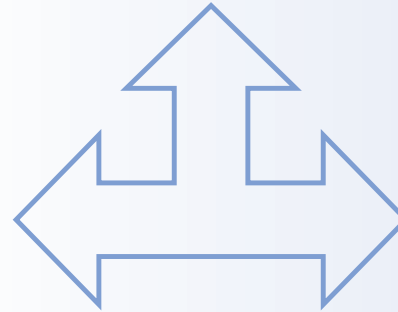


# Performance Management



*Council's Vision, Ambitions and values*

*Competency Framework*



*Balanced Scorecard*

## **Council's Vision,** Ambitions and Values

The Vision for the future of Suffolk Coastal is that, building upon the best of the present, it should be a district where people:

- Want to live and to invest
- Care for others and the Environment

# Council's Vision, Ambitions and Values

*The Council's goal is to help, with other relevant bodies, to realise our vision by ensuring that Suffolk Coastal is a place where the community continues to enjoy the highest Quality of Life and receives top quality efficient services from the Council.*



## To achieve this the Council will focus on:

- Strengthening the Economy
- Tackling rural issues
- Protecting and enhancing the Environment
- Meeting housing needs
- Developing a safe and healthy community with access to leisure opportunities
- Fulfilling its obligations by the quality delivery of all its essential services

## The core values that underpin the Council's conduct and work are:

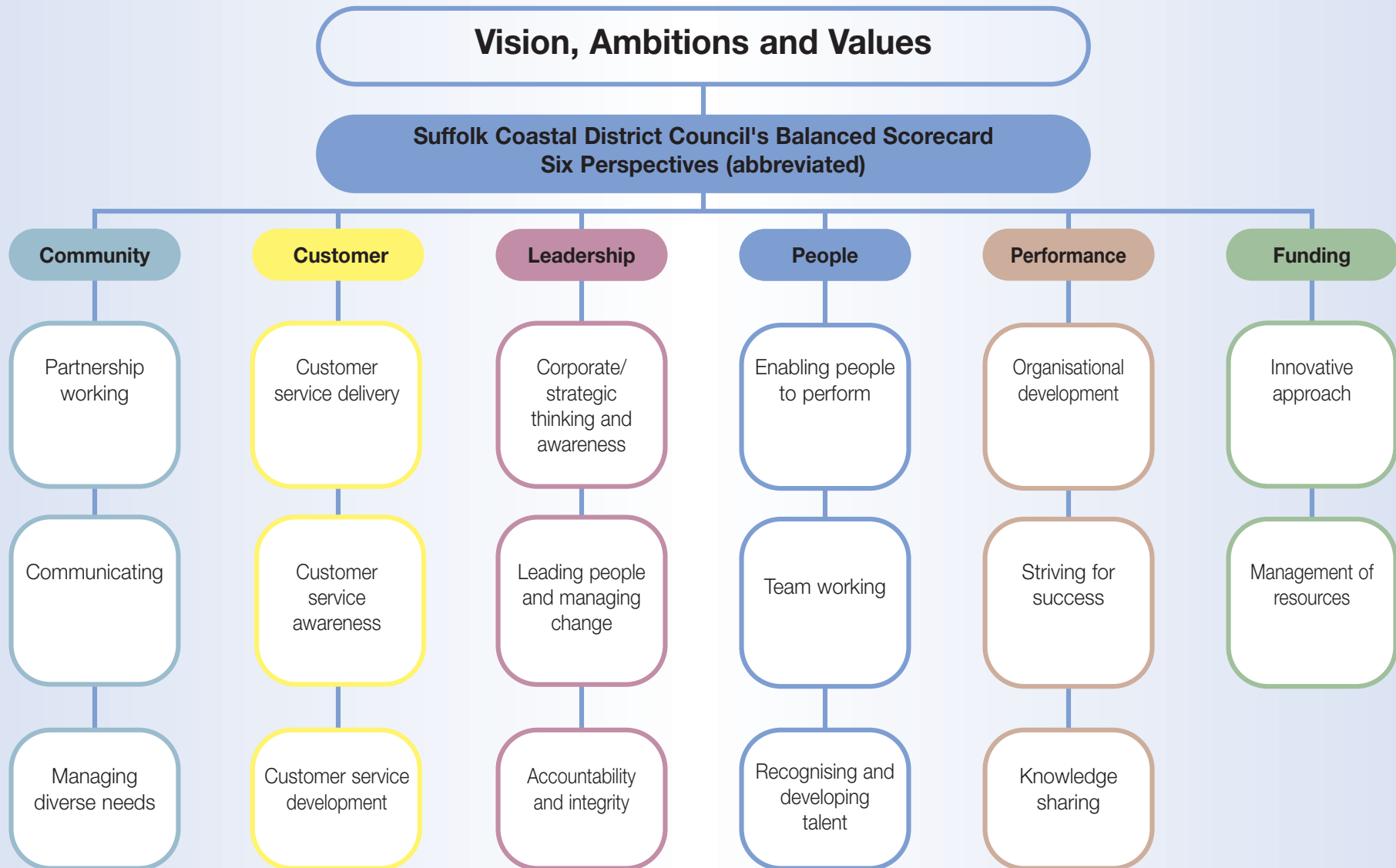
- Responding to community and customers needs
- Valuing all people
- Ensuring wise use of resources
- Acting with Integrity at all times
- Being Accountable

Suffolk Coastal... **Where quality of life counts**

# Suffolk Coastal's Balanced Scorecard



# Our Competencies, shown under each of the **Balanced Scorecard Perspectives**



# Competency Framework

*The majority of this booklet is concerned with the Competency Framework - defining what competencies are and how they are used to manage and inform performance.*



## What are competencies?

Observable behaviours - underlying characteristics, skills, traits, attributes or qualities that we all display when we approach our work



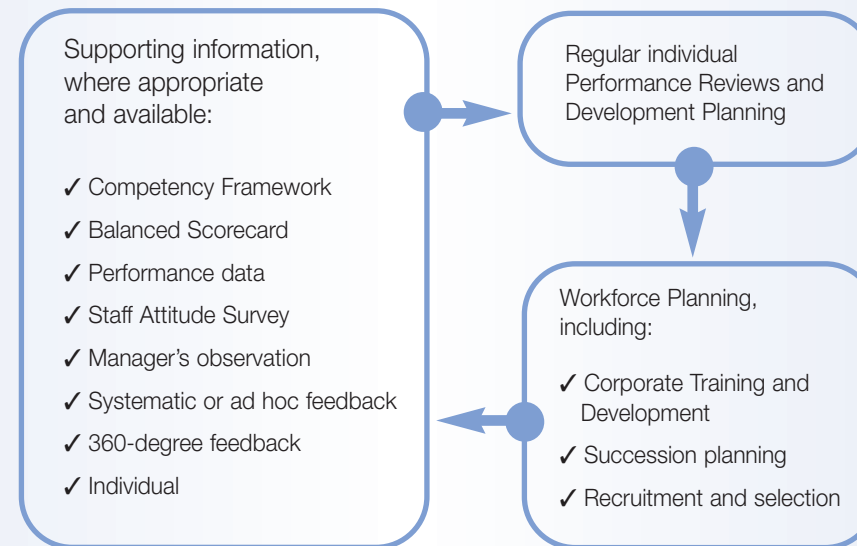
## Why use competencies?

Identifying and describing positive behaviours that support our vision and strategic aims will help us assess the skills we already have and where we need to develop these further.

A Competency Framework defines competencies and provides objective measures (positive and negative indicators) of behavioural performance. This, together with Suffolk Coastal's Balanced Scorecard, will form the organisation's new Performance Management Framework

# Where do competencies fit within the new **Performance Management Framework**?

## The Performance Management Framework



## How are competencies used in **examining performance?**

The competencies describe what we expect to see and hear people doing when they enhance our culture - positive indicators. The negative indicators provide indicators of the behaviours we do not want to encourage.

The competencies have been split into management and core competencies

because it is important that we review everyone's performance and because our leaders and managers have responsibilities not only to exhibit the competencies but also lead and encourage high levels of competency in all.

The competencies therefore enable you to receive objective feedback and

coaching on your personal skills and are important in developing your career.

The remainder of this booklet describes the Competency Framework, under the six perspectives of the balanced scorecard - community, customer, leadership, people, performance and funding.

# Serving **our** **community**

- Partnership working
- Communicating
- Managing diverse needs

## Partnership **working**

**Identifying** where partnerships will help achieve shared aims and objectives, facilitating their development and enabling them to deliver



### Positive Leadership/Managerial indicators:

- Demonstrates knowledge and understanding of different service areas and identifies where collaborative ways of working would best achieve common goals and maximise access to resources
- Is able to develop vision and clear objectives and reviews outcomes against these
- Reviews existing partnerships, clarifying and ensuring understanding of roles within the partnership and resolving conflict
- Takes into consideration statutory, legal or political requirements and other risks of partnerships
- Is able to negotiate, respect others' priorities and commitments, motivate and inspire partnership members
- Facilitates benchmarking or gap analysis to find opportunities or needs for partnership working
- Identifies, supports and empowers community champions to facilitate community partnerships and access to funding

### Positive Core indicators:

- Understands the principles of partnership working (added value, mutual benefit, shared risk) and structure and function of partnerships
- Networks widely, establishing positive relationships within and external to the Council, encouraging and providing the means to share information and ideas openly
- Drives for effectiveness and success of partnership
- Expresses views, capability and capacity, confidently giving realistic commitments
- Values partners and treats all with equal respect, regardless of their level of contribution
- Shares ideas and information freely, communicating partnership objectives and responding to feedback
- Is prepared to compromise and reach consensus decisions for mutual benefit of partners and corporate goals

### Negative Leadership/Managerial indicators:

- Is insensitive to the outside influences on own area of work and the benefits of partnership working
- Fails to use the skills and abilities of all partnership members, discounting small players' input
- Does not communicate or clarify objectives, progress and actions of partnership either internally or externally
- Struggles to forward plan or is unrealistic in implementing a project management approach
- Does not take into account the Council's aims and objectives when entering into a partnership
- Fails to enable or co-ordinate the resourcing for effective partnership arrangements

### Negative Core indicators:

- Sees own way of working and culture as right and is unwilling to work in a partnership role
- Is only interested in own agenda, role and responsibilities or displays an overbearing, aggressive attitude
- Fails to identify customer needs or is unwilling to work in partnership to meet those needs
- Does not recognise individual accountability or personal responsibility for group outcome
- Is not committed to attending partnership meetings or achieving agreed actions
- Actively disrupts the process of partnership working
- Lacks the confidence to use delegated authority or available information to influence partnership decision-making process

## Communicating

**Using means of communication** relevant to the situation and time, encouraging dialogue, applying listening skills and being responsive



### Positive Leadership/Managerial indicators:

- Understands the significance of communication to different audiences (in the community, as customers and internally) and proactively manages this
- Communicates across organisational sections to maximise integration of knowledge and information
- Applies active listening techniques and tests the understanding of audiences
- Is able to be assertive but respectful in breaking down barriers to communication
- Establishes process for ensuring staff are kept informed, engaged in organisational developments and committed to effective communication

### Negative Leadership/Managerial indicators:

- Fails to communicate change or new information in a timely manner
- Does not measure effectiveness of overall communications
- Is unable to present complex issues simply or gain understanding
- Does not share relevant information with other partners
- Fails to challenge or overcome barriers to effective communication

### Positive Core indicators:

- Demonstrates a range of verbal and non-verbal communication skills and adapts style to suit individuals
- Conveys information accurately, clearly and concisely, avoiding use of jargon
- Questions, clarifies and listens to promote understanding by all sides
- Selects efficient and effective methods of communication, including the full use of electronic communication channels where appropriate
- Initiates, receives and responds to communications in an equal, open and honest manner, fulfilling commitments
- Anticipates needs and is proactive in communicating with customers and colleagues
- Ensures that people making enquiries are put through to the right people and receive correct information
- Understands and complies with correct statutory requirements for documentation

### Negative Core indicators:

- Puts others down, uses sarcasm or adopts a patronising style
- Interrupts or is disinterested in others' approach
- Stereotypes and is insensitive to the needs of others
- Uses methods of communication without care and forethought
- Displays lack of confidence in communicating with others or avoids responding to enquiries
- Fails to follow up commitments and promises, or update on progress
- Lacks focus in delivery of message or ability to properly summarise issues

## Managing **diverse needs**

**Identifying, understanding and responding** to different cultural, physical and social needs



### **Positive Leadership/Managerial indicators:**

- Consults communities on their needs and responds accordingly
- Is capable of identifying diverse points of view and weighing up competing priorities
- Differentiates between general needs and specific needs of communities and the Council's role in addressing these needs
- Develops plans to balance the needs of a diverse community, promoting social inclusion
- Helps others to understand and want to respond to different needs
- Assesses and acts on team development needs for promoting and effectively managing diversity
- Raises awareness of diversity and takes action to eliminate prejudice or discrimination
- Understands and applies equality legislation, recognising constraints on the organisation when balancing diverse needs
- Proactively liaises with other agencies who have expertise in addressing diverse needs in order to optimise service provision

### **Positive Core indicators:**

- Is adaptable in personal approach and service provision and is flexible in meeting individual needs
- Respects and values difference and challenges inappropriate discriminatory behaviour
- Is perceptive and intuitive in recognising different cultural norms and adapts own behaviour accordingly
- Treats others with dignity and respect, judging each case on individual merit
- Applies sound questioning skills to elicit relevant information, enabling objective assessment and response
- Demonstrates interest in others, empathy, impartiality, diplomacy and tolerance

### **Negative Leadership/Managerial indicators:**

- Ignores the needs of minority groups when planning services
- Allows prejudice and discrimination in employee attitude or service provision to go unchecked
- Demonstrates prejudice or is unaware of the legal and statutory requirements for managing diversity
- Is unwilling to adapt policy or procedures to cater for individual needs, for example, language or physical ability
- Causes unnecessary imbalance of service provision or inequity by taking political correctness to the extreme

### **Negative Core indicators:**

- Ignores difficult issues or responds in an officious manner
- Shows prejudice or preconceptions in action or communication
- Believes or reinforces stereotypes
- Limits outlook by making assumptions based only on own knowledge and experience
- Operates within a closed framework, always finding reasons why something cannot be done
- Is unrealistic about the scope to meet all needs

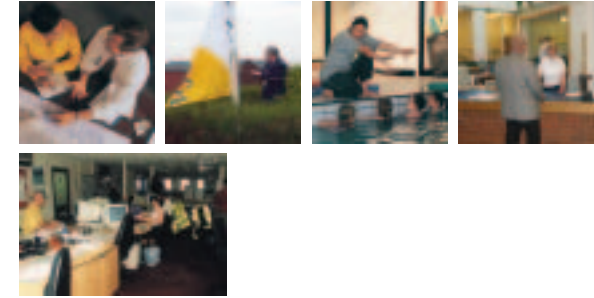
# Improving **Customer Satisfaction**

- Customer service delivery
- Customer service awareness
- Customer service development

# CUSTOMER

## Customer **service delivery**

**Providing quality, consistent and responsive customer service**



### **Positive Leadership/Managerial indicators:**

- Communicates the principles and benefits of quality customer service in a way that gains the commitment of the team
- Develops and maintains systems to monitor the provision of a quality service to customers and to remedy any shortfalls in that provision
- Is able to communicate the reason for a particular level of service, in the context of the council's vision, values and aims
- Consistently presents the Council's public face to a high standard in different settings and to different audiences
- Demonstrates a calm approach and continues to work effectively when faced with heightened levels of aggression, stress or pressure of work

### **Positive Core indicators:**

- Provides an effective, flexible and cost conscious service
- Deals with all internal and external customers in a consistently professional way, treating all with dignity and respect
- Manages difficult and different situations through problem solving
- Is realistic about workload and prioritises effectively
- Thinks about and responds to issues with an understanding of the customer's perspective
- Demonstrates effective listening skills and patience with customers
- Increases rapport with the customer by remembering information and putting names to faces
- Has a basic knowledge of other services so that queries, problems and complaints can be handled efficiently

### **Negative Leadership/Managerial indicators:**

- Uses the power associated with position or knowledge instead of personal persuasiveness
- Fails to deal positively with employees who do not meet agreed customer service standards
- Focuses on immediate service delivery problems and neglects maintenance of overall quality service delivery
- Fails to establish service priorities for self and team

### **Negative Core indicators:**

- Appears to consider customers as an annoyance, disturbance or nuisance
- Avoids face-to-face contact with customers or overuses e-mails
- Allows personal issues or moods to interfere with customer service
- Uses discriminatory language or jargon when dealing with customers instead of plain English
- Demonstrates aggression, intimidation, sarcasm or a patronising attitude
- Displays prejudice based on customer's personal characteristics
- Makes unrealistic commitments and fails to deliver as promised to customers
- Lacks sense of urgency to deliver services



## Customer **service awareness**

**Engaging in a two-way process** with existing and potential customers, to identify service perceptions and needs, promote greater awareness of Council services or constraints, and inform future developments

### **Positive Leadership/Managerial indicators:**

- Proactively manages the customer relationship by consulting and seeking feedback
- Actively contributes to the promotion of Council services and looks for opportunities to enhance customer perceptions and acceptance of priorities
- Understands and uses the main sources of expertise, information and data to improve customer awareness
- Actively builds and maintains a network of internal and external contacts
- Effectively facilitates workshops, meetings and consultation with customers to gain information, opinions and achieve understanding
- Carries out research in order to identify deficiencies, opportunities, problems or threats
- Has the ability to take a strategic perspective, identifying linkages, trends and opportunities for new customer relationships

### **Positive Core indicators:**

- Monitors the quality and relevance of information being sought
- Adjusts consultation to suit the audience
- Applies effective market research skills in identifying customers and analysing needs
- Shows an open mind when learning about customers
- Realises the importance of using good networking skills
- Actively seeks feedback, including criticisms and complaints and sees the opportunity to change

### **Negative Leadership/Managerial indicators:**

- Collects customer information without purpose
- Spends unnecessary time analysing data instead of putting it to effective use
- Adopts inefficient means of recording and storing information and customer feedback
- Consults without giving feedback to respondents on the purpose and outcome of the consultation
- Ignores changes in the customer environment
- Appears to have a personal agenda for the service

### **Negative Core indicators:**

- Adopts a standardised style of communication instead of adapting it to the needs of the customer
- Demonstrates a lack of interest in customer perceptions
- Focuses on delivery of service rather than its appropriateness
- Fails to explain service improvements or limitations
- Misses opportunity for service promotion through an over bureaucratic approach
- Fails to contribute to ideas and plans for promoting services or identifying customer needs



## Customer **service development**

**Shaping the future** services of the Council in response to customers' needs, expectations and the changing external environment

### **Positive Leadership/Managerial indicators:**

- Understands differing needs and manages them through the development of practical action plans
- Continuously looks for better ways to meet or exceed customer expectations
- Anticipates the issues which customers are likely to face in the future and plans a response
- Applies principles of Business Process Improvement to service arrangements
- Is willing to challenge traditional values and makes things happen differently
- Identifies and assesses risks associated with new proposals

### **Positive Core indicators:**

- Demonstrates a proactive perspective in day-to-day activities, always seeking the best possible service
- Is entrepreneurial in approach
- Demonstrates creativity, innovation and lateral thinking when reviewing customer service provision
- Understands constraints on service developments
- Works with customers in a partnership way, with the ability to persuade and negotiate
- Values the knowledge, experience and contribution of everyone involved in developing customer services
- Balances efficiency and effectiveness when reviewing how service can be provided

### **Negative Leadership/Managerial indicators:**

- Fails to pro-actively manage changing influences for customer service provision
- Ignores learning from past mistakes and practices when considering and developing new ideas in customer service
- Talks about change but does not develop customer service opportunities
- Is unwilling to review processes
- Does not recognise successes in customer service

### **Negative Core indicators:**

- Implements changes without understanding their full impact or the need for further development
- Restricts thinking to current arrangements for customer service instead of wider proposals
- Does not see longer term view for service
- Retreats to own comfort zone and is unwilling to look for opportunities and change
- Does not support positive developments in the service

# Effective Leadership

- Corporate/strategic thinking and awareness
- Leading people and managing change
- Accountability and integrity



## Corporate/Strategic **thinking and awareness**

**Leading and contributing to organisational growth**, effectiveness and development through understanding, influencing and communicating the 'wider picture'

### **Positive Leadership/Managerial indicators:**

- Demonstrates an awareness of political strategies, the democratic process, corporate goals and priorities
- Facilitates awareness of events, thinking and changes outside the organisation and the impact these have on the organisation
- Encourages others to look beyond service responsibility and fosters participation in development of corporate plans
- Focuses activities on issues relating to the Council's overall vision and priorities
- Recognises how individual decisions and actions may impact on other services, people, communities and organisations
- Understands concepts of risk management and is risk aware
- Takes time to communicate strategy and ensure understanding by others

### **Positive Core indicators:**

- Uses imagination, innovation and thinks outside known parameters
- Understands and contributes to achieving the vision
- Possesses an awareness, and understands the impact, of customer needs, thinking and external changes

### **Negative Leadership/Managerial indicators:**

- Fits decision to achieve short-term expediency
- Does not appreciate the benefit of flexibility for achieving the wider agenda
- Fails to recognise the influence or consequences of own decisions or activities on other parts of the organisation
- Is inward looking, ignoring the work of the remainder of the Council or activities outside the organisation
- Discourages interest in the strategic plan

### **Negative Core indicators:**

- Takes a narrow view or is remote and defensive
- Fails to relate Council vision to own role
- Does not realise when activities are not consistent with corporate goals
- Works with a negative and cynical approach

# LEADERSHIP

## Leading people **and managing change**

**Transformational leadership**, establishing direction and inspiring, enabling and motivating others to achieve shared goals



### **Positive Leadership/Managerial indicators:**

- Displays visible enthusiasm for the organisation and role that inspires, motivates and creates confidence and dedication in others
- Creates a sense of direction and 'can do' culture for the organisation or team
- Helps others to understand corporate messages and accept the validity of long-term vision and strategies
- Involves team in deciding how vision will be achieved, allowing some control over impact of change
- Can make difficult decisions and do so in a way that inspires respect
- Networks widely and effectively in order to get things done
- Delegates with an awareness of team dynamics, skills and competencies
- Provides a positive role model for team, demonstrating behaviours that support the Council's values and objectives

### **Positive Core indicators:**

- Embraces change
- Encourages others to use discretion, initiative and authority in how they perform their job
- Devotes sufficient time and resources to communication
- Acknowledges the efforts and achievements through genuine praise and recognition
- Has the will to succeed and see a job through, even when others are in doubt
- Manages own stress constructively, minimising the impact on team
- Has self awareness and understanding, with the ability to reflect different personal styles

### **Negative Leadership/Managerial indicators:**

- Dictates how vision and strategies will be achieved
- Communicates vision and strategy with little regard for the values of the audience
- Overlooks helping the team translate vision into focussed, time limited and clear objectives
- Attempts to influence without subtly or flexibility
- Fails to motivate by neglecting basic needs (eg, achievement, belonging, recognition, self-esteem and sense of control)
- Avoids addressing conflict or allows disputes or concerns to fester

### **Negative Core indicators:**

- Prefers to work independently rather than build networks or relationships
- Communications disregard the organisation's culture
- Is autocratic or lacks emotional intelligence
- Plays down importance of others' feelings, needs or concerns
- Fails to modify approach to fit the task, individual or organisation's needs

# LEADERSHIP

## Accountability and integrity

**Acting with integrity**, taking responsibility for individual and organisational decisions and being proactive as well as responsive



### Positive Leadership/Managerial indicators:

- Creates open and honest relationships with internal and external stakeholders to achieve goals and develop relationships
- Interacts in a way that promotes confidence in own intentions as well as those of the organisation
- Helps others to understand personal position and rationale
- Listens objectively and remains open to ideas, even when these conflict with own proposals
- Audits and monitors implementation of agreed objectives
- Supports collective decisions and proactively works towards achieving them

### Positive Core indicators:

- Acts in accordance with organisation's values
- Consistently treats others with dignity, respect and fairness
- Anticipates potential problems and acts accordingly
- Manages work to keep work commitments as planned
- Welcomes and seeks constructive feedback

### Negative Leadership/Managerial indicators:

- Avoids taking control of situations or events
- Does not challenge bias or prejudice
- Acts to address visible issue only
- Decisions made lack transparency or are needlessly complex, making it hard for others to understand or accept
- Postpones difficult decisions, hoping the issue will resolve itself
- Fails to anticipate or remove self from position of possible conflict with personal interests

### Negative Core indicators:

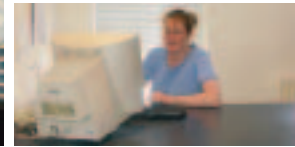
- Procrastinates rather than progressing activities
- Prefers to work in a reactive way, instead of anticipating needs
- Takes credit for others' initiatives or achievements
- Tends to blame others'
- Manipulates situations or individuals to suit cause

# Developing **our people**

- Enabling people to perform
- Recognising and developing potential
- Team working

## Enabling people to perform

**Being clear** about what is expected of self and others to meet individual, team and organisational goals; providing on-going recognition and constructive feedback



### Positive Leadership/Managerial indicators:

- Adopts coaching style, motivating and supporting others to achieve ambitious but achievable goals
- Empowers others by giving the knowledge, tools and confidence for the job and creating the right environment for effective performance
- Celebrates individual, team and organisational successes, giving regular praise where earned and varied recognition
- Demonstrates effective listening skills and the ability to ask pertinent questions to ensure good understanding and an all round perspective
- Addresses performance issues informally when they arise using a joint problem solving approach
- Is not afraid to apply, in a fair manner, formal capability or disciplinary procedures appropriate to the situation

### Positive Core indicators:

- Reviews performance continuously and regularly adapts development plans accordingly
- Agrees SMART (Specific, Measurable, Agreed, Realistic, Time-linked) objectives and development plans for self and others
- Understand and commits to own and organisational goals and performance
- Effectively prioritises and manages own time
- Gives constructive feedback on positive and negative behaviours
- Understands and takes into account diverse styles and approaches
- Admits and learns from own mistakes instead of looking for someone to blame when things go wrong

### Negative Leadership/Managerial indicators:

- “Demands” performance, rather than encouraging it
- Imposes or accepts unrealistic objectives without understanding impact and likely outcome
- Displays an autocratic management style or bullying/aggressive behaviour
- Ignores performance problems and fails to support discussion around underlying causes
- Feedback includes labelling the person, assuming motives or lowering others’ self-esteem
- Displays indecision when asked for views, guidance or action
- Expects team to sort out own priorities
- Over or under monitors performance

### Negative Core indicators:

- Is cynical about Performance Development Reviews and other corporate management processes
- Is unreceptive to constructive feedback
- Is unwilling to ask for help from others when needed or lacks confidence to do the job
- Works with a lack of information, including knowledge of vision, goals, targets or standards required
- Is unable to say no, delegate or identify when demands are unrealistic or inappropriate
- Has a passive communication style particularly in terms of the rationale for actions
- Displays inconsistency and insensitivity when dealing with different people and/or at different times
- Prefers to fire-fight rather than reflect on activities and plan
- Stifles others’ efforts or undermines confidence

## Recognising **and developing potential**

**Realising other people's and own capability** to meet the personal, technical and professional skills needed by the organisation



### **Positive Leadership/Managerial indicators:**

- Establishes clear link between learning and personal or organisational objectives and evaluates outcome of learning
- Inspires others to develop themselves, building confidence and providing the time and resources where this is linked to organisational objectives
- Empowers and delegates appropriately, providing leadership opportunities
- Maintains close contact with individuals, is approachable and responds to concerns or problems in a supportive, timely manner
- Identifies and plans development to meet new challenges and both organisational and external influences
- Establishes proper understanding of individual's current capability as well as potential and aspirations for development

### **Positive Core indicators:**

- Gives constructive feedback on personal development
- Understands others' motivations and values
- Practices active listening skills and joint problem solving
- Reflects on learning and is willing to pass information and skills on to others
- Applies coaching or mentoring techniques to support others' learning and development
- Is committed to the Council's Performance and Development Review process and its learning outcomes
- Maintains technical and professional skills, whilst showing flexibility to transfer skills to meet changing needs
- Recognises own development needs, focuses on priority areas and takes action to ensure continuous development

### **Negative Leadership/Managerial indicators:**

- Demotivates and disempowers staff
- Blocks opportunities for development of self or others
- Restricts effective use of resources or succession planning
- Does not recognise or use knowledge, skills or capability of staff within the organisation
- Displays an autocratic management/leadership style
- Is concerned solely with the completion of the task, failing to embrace development or provide opportunities to practice new skills

### **Negative Core indicators:**

- Assumes post held or qualification equals ability or achievement
- Does not give feedback or guidance when needed
- Reinforces status quo and is unwilling to accept change or learn from mistakes
- Agrees unclear or unplanned objectives
- Exhibits impatience when others are learning
- Is reluctant to take on training or new skills
- Restricts information and is resistant to others developing skills

## Team working

**Working co-operatively** and willingly with others to achieve a common objective by valuing and optimising the skills and contributions of all team members



### Positive Leadership/Managerial indicators:

- Is aware of team dynamics and works to people's strengths, motivating and encouraging participation by all team members
- Agrees common purpose, providing direction, clear remit and empowering team(s) to work together across functions
- Defines and seeks right skills mix for team goal and plans use of resource well
- Encourages a supportive and positive environment, with mutual trust, respect and camaraderie
- Is aware of and jointly addresses team needs or problems
- Considers needs of other teams within the organisation and shares resources according to priorities

### Positive Core indicators:

- Takes a role to the benefit of the team rather than self
- Develops and enables cross functional working
- Values and respects differences, different personalities and personal preferences
- Understands personal preferences and avoids becoming judgmental, intolerant or dogmatic
- Understands pressures on others
- Is open, honest and equal in interactions and participation, giving praise and recognition and resolving conflict positively
- Is a team player; being flexible, playing fair part and supporting and encouraging others
- Demonstrates drive, enthusiasm and commitment to team's objectives

### Negative Leadership/Managerial indicators:

- Displays hierarchical, dominant or autocratic approach to interactions with members of the team
- Suppresses individual creativity and development
- Unnecessarily changes targets or uses personal status inappropriately to influence work of team
- Pursues own objectives at expense of team needs and objectives
- Discounts or blocks others' contribution(s)
- Concentrates on process rather than team outcomes

### Negative Core indicators:

- Is unapproachable or interacts only with a few members of the team
- Promotes own achievements above others' or focuses on end goal at expense of team members
- Is unwilling to participate or accept responsibility
- Uses aggressive or intimidating behaviour or language
- Displays inflexibility around pre-conceived ideas, hidden agenda or personal motives
- Communication is poor or shares limited information
- Ignores other ideas and does not review personal or team goals in the light of new alternatives

# Optimising Organisational Performance

- Striving for success
- Organisational development
- Knowledge sharing

## Striving for success

**Continuously improving performance** and activities to meet Council objectives



### Positive Leadership/Managerial indicators:

- Uses forward planning to balance operational and developmental activities
- Sets and meets challenging goals to drive improvements in individual or organisational performance
- Aligns systems and processes to measure and achieve improvements
- Modifies work methods and objectives as a result of continuous monitoring and evaluation activities, achieving quality outcomes
- Benchmarks services and standards and highlights areas for improvements
- Guides others to self impose standards of excellence, rather than dictating them
- Encourages creativity, flexibility and adaptability, within a framework of calculated risk taking

### Positive Core indicators:

- Shows determination to achieve results with others
- Keeps goals, plans, objectives and processes under continuous review
- Undertakes rigorous analysis to review the cause and effects of change
- Uses and reconciles a variety of perspectives as part of any analysis
- Differentiates key issues from irrelevant factors

### Negative Leadership/Managerial indicators:

- Chooses performance measures that do not reflect the Council's aims and objectives
- Focuses on inputs rather than outputs
- Is willing to accept average performance, or less
- Is subjective or shows bias in analysis of performance information
- Is unduly reactive and only moves from one crisis to another
- Fails to use decision making powers to effect positive change

### Negative Core indicators:

- Accepts information at face value
- Takes a narrow view of a problem
- Is unclear about the meaning of success for customers or others
- Initiates change for the sake of change
- Continues to use irrelevant processes
- Fails to use performance data in a positive way



## Organisational **development**

**Shaping processes, systems and structures** to deliver Council services effectively and efficiently

### **Positive Leadership/Managerial indicators:**

- Looks ahead for opportunities, predicting and promoting change
- Develops and implements programmes for service reviews, optimising team and members' input
- Builds knowledge based long-term development plans
- Investigates new ideas, effectively assessing the risks, benefits, results and costs
- Promotes and effectively applies quality systems, as well as project and risk management techniques
- Challenges current practice with an understanding of the whole organisation
- Gathers information about availability of resources, including attitudes and opinions of stakeholders, to inform decision making

### **Positive Core indicators:**

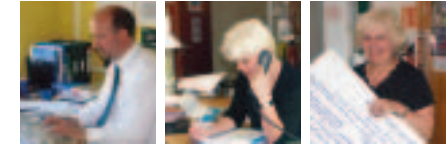
- Actively contributes to and offers suggestions for improvement
- Seeks out examples of good practice and ideas from both inside and outside the organisation, finding ways to implement them
- Identifies barriers to innovation and helps to remove them
- Identifies chronic problems that have been taken for granted and strives for solutions
- Is willing to change decisions given new information on service developments
- Applies project management appraisal techniques to relevant work

### **Negative Leadership/Managerial indicators:**

- Imposes systems for the sake of having systems
- Seeks additional resources rather than exploring new ways of working
- Fails to make time for necessary change
- Is risk averse
- Fails to properly identify potential consequences of risks or mitigate for these in change

### **Negative Core indicators:**

- Accepts and expects to stay within known capabilities
- Assumes what has worked in the past will continue to be of value
- Focuses on difficulties associated with change rather than developing solutions
- Is reluctant to invest time or resources



## Knowledge sharing

**Contributing to and developing resources** and systems for sharing knowledge, information and learning

### Positive Leadership/Managerial indicators:

- Fosters a culture of sharing knowledge, ideas and experiences
- Recognises that information is a corporate resource and contributes to the development and use of corporate information systems
- Promotes and accesses a variety of sources to improve decisions and future direction
- Initiates regular reviews of team successes and failures in order to share learning
- Facilitates meetings or joint working with other parts of the organisation to share understanding
- Uses and actively develops networks

### Positive Core indicators:

- Acts in a way that encourages openness and knowledge sharing
- Seeks ideas and experiences from others
- Transfers learning from one situation to another and to colleagues
- Stays abreast of current development and trends in technical, professional or work related areas
- Uses effective questioning techniques to elicit appropriate information
- Collects, stores and promotes information to allow easy access for self and others
- Keeps documentation and files (electronic and paper based) up to date, available and in a simple language

### Negative Leadership/Managerial indicators:

- Keeps knowledge to one's self on the basis that 'knowledge is power'
- Is keen to establish stand alone information systems rather than contribute to corporate systems
- Focuses on the information needs of each service area rather than those of the whole organisation
- Is not proactive or systematic in seeking or developing a wider base of information
- Does not share learning

### Negative Core indicators:

- Deals only with immediate colleagues
- Fails to pass on or discuss relevant information with others
- Waits for requests for information, rather than volunteering it
- Prefers to collect data rather than generate useful information
- Shares information indiscriminately

# Funding for future Success

- Innovative approach
- Management of resources

## Innovative **approach**

**Creative**, seeking opportunities and prepared to take calculated risks to optimise the Council's financial position



### **Positive Leadership/Managerial indicators:**

- Networks and uses an entrepreneurial approach to identify and use new funding opportunities
- Demonstrates and facilitates use of creative thinking techniques
- Uses the process of meeting diverse needs as a source of ideas for positive financial outcomes
- Nurtures lateral thinking and calculated risk taking in team members
- Takes measured risks to maximise resources

### **Positive Core indicators:**

- Weighs up advantages and disadvantages before adopting a new financial approach
- Learns from funding successes and failures
- Researches and develops new ideas
- Seeks partnerships, consults and involves others
- Seizes opportunities and is prepared to do things differently and try new ways of working
- Investigates and makes best use of funds available with a knowledge of funding opportunities
- Understands systems and legislation and associated creative possibilities

### **Negative Leadership/Managerial indicators:**

- Demonstrates an inward looking approach
- Embarks on a strategy that involves significant risk without preparing and agreeing the business case
- Discourages employees from measured risk taking
- Is overcautious and opts for tried and tested strategy

### **Negative Core indicators:**

- Avoids risk or changes to established methods
- Fails to recognise new financial opportunities
- Takes risks without considering the wider financial implications
- Fails to maximise existing cash resources
- Restricts thinking to immediate goals

## Management of resources

**Optimising** the use of financial resources to meet current and future priorities



### Positive Leadership/Managerial indicators:

- Uses business planning processes and is aware of Council's financial systems
- Manages budgets effectively; monitoring commitments, reassessing needs and balancing income and expenditure
- Audits effective use of resources regularly
- Recognises the key influences on organisational costs and directs efforts accordingly
- Is able to apply investment or dis-investment appraisals to new expenditure
- Maximises income and opportunities from grant

### Positive Core indicators:

- Considers financial implications of decisions
- Understands Council's financial decision making processes and timetable
- Applies a cost effective approach and looks for opportunities to save money
- Is able to identify financial priorities
- Manages activities within agreed budget
- Is knowledgeable and astute in making financial arrangements

### Negative Leadership/Managerial indicators:

- Miscalculates financial projections and budgets
- Does not relate strategic issues to financial plans
- Fails to effectively match or prioritise financial resources against needs
- Is ineffective in analysing and bidding for financial requirements
- Is unable to project manage

### Negative Core indicators:

- Is reactive in approach or fails to act corporately in accordance with aims of the authority
- Does not effectively monitor or make best use of resources
- Is careless in management of resources
- Demonstrates an inflexible approach in financial initiatives
- Shows indifference to financial goals