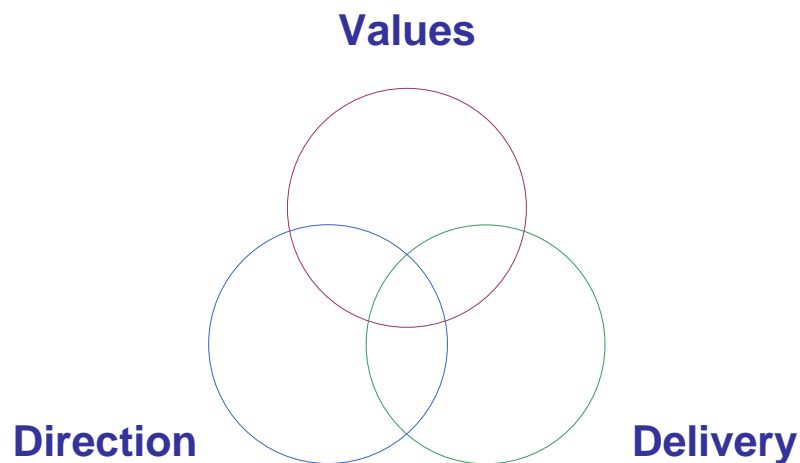


LEADERSHIP COMPETENCY FRAMEWORK



Delivering the future through people



CONTENTS

COMPETENCY FRAMEWORK

Page

3	Focus on Excellence
5	Performance and Resource Management
7	Creativity and Energy
8	Personal Credibility
9	Collaborative Working





LEADERSHIP COMPETENCIES

Focus on Excellence

Constantly strives to improve and deliver better service to the customer.

The focus on improvement requires leaders who are aware of Best Practice, who can replicate it and improve on it in the Council, and who can make such changes happen effectively in practice.

Effective behaviours	Ineffective behaviours
<ul style="list-style-type: none">• Knows what best practice is and where to find it, uses this knowledge to articulate a clear vision of service excellence to others• Develops and delivers a practical vision and approach to providing improved customer focussed services• Translates the understanding of Best Practice into challenging and stretching targets• Recognises that different individuals and groups in society value different achievements• Is able to recognise defining moments, being confident about defining success and under-achievement, and is able to learn from them both• Evidences a high level of customer satisfaction with the quality of service• Treats knowledge as a resource to be shared• Is insightful in identifying key actions and has the ability to get to the heart of the issue, to close the gap between what is and what needs to be	<ul style="list-style-type: none">• Assumes that how things are done now is adequate, and that custom and practice is good enough to get by• Relies on others to do visioning, and focuses on what suits the service provider rather than the customer• Sets target without challenges so they will be easily achieved• Unaware that cultural differences will effect the relative merit of achievements to groups within society• Does not read situations or think about learning from experiences• Assumes the absence of complaints from customers means everything is OK• Shares minimum information with others• Waits for others to point out service deficiencies and what needs to be done





LEADERSHIP COMPETENCIES

Focus on Excellence - Continued

Constantly strives to improve and deliver better service to the customer.

The focus on improvement requires leaders who are aware of Best Practice, who can replicate it and improve on it in the Council, and who can make such changes happen effectively in practice.

Effective behaviours	Ineffective behaviours
<ul style="list-style-type: none">• Understands the impact of service design and delivery on different groups in the community (and/or) ensures that customers receive services appropriate to their needs• Considers how customers access services	<ul style="list-style-type: none">• Does not factor into the design of services the requirements of different groups• Unaware of the needs of customers in accessing services





LEADERSHIP COMPETENCIES

Performance and Resource Management

Recognises that people are the Council's key resource; that they need the right tools for the job and ensures their skills and abilities are developed to maximise their productivity and that their performance is monitored and managed effectively.

Leaders need to be able to draw clear links between outcomes for customers and the inputs needed to create them, recognising that in most cases we deliver services for people through people.

Effective behaviours	Ineffective behaviours
<ul style="list-style-type: none">• Employs a range of leadership styles which focus on achieving results in terms of outcomes for customers• Demonstrates and models a confident/competent, flexible, visible leadership style which is responsive to a range of situations and which is underpinned by complementary personal values• Empowers others in the team to enable them to make a full contribution to service excellence• Uses a range of development techniques to develop talent in self and others• Promotes equality and diversity through management action (OR) creates a climate where equality and diversity are valued and understood• Is able to work positively with conflict, ambiguity and uncertainty• Makes evidenced-based decisions, taking into account different needs	<ul style="list-style-type: none">• Uses a single leadership style focussed on managing process• Employs a style or behaviours inconsistent or incompatible with the desired culture, or one which is invisible or inflexible• Disempowers his/her team, preventing the skills and abilities of team members being fully employed• Does not develop own talents or those of others• Does not foster an environment in which culture and diversity considerations are inherent in management practices• Avoids opportunities to resolve conflict. Sees ambiguity and uncertainty as irresolvable blockages on progress• Relies on decision making without sufficient supporting evidence





LEADERSHIP COMPETENCIES

Performance and Resource Management - Continued

Recognises that people are the Council's key resource; that they need the right tools for the job and ensures their skills and abilities are developed to maximise their productivity and that their performance is monitored and managed effectively.

Leaders need to be able to draw clear links between outcomes for customers and the inputs needed to create them, recognising that in most cases we deliver services for people through people.

Effective behaviours	Ineffective behaviours
<ul style="list-style-type: none">• Is persistent in recognising, seeking out and using intelligence to monitor and improve performance and the use of resources• Demonstrates the capacity to make sound judgements consistently	<ul style="list-style-type: none">• Ignores performance data, other evidence and potential information sources which will assist change management, improved performance, and the more efficient and effective use of resources• Demonstrates an absence of wisdom and sound judgement





LEADERSHIP COMPETENCIES

Creativity and Energy

Thinks and acts creatively in response to challenges and difficulties in achieving excellence.

A leader needs to be able to be receptive to new ideas and to create an environment of creativity in which new ideas will be generated and harnessed. It is important that leaders have a positive approach to change, value creative thinking and are able to sustain energy, stamina and resilience to manage the challenges of making complex changes happen successfully.

Effective behaviours

- Is a self starter, managing his/her own energy levels well, and is able to pace his/her efforts effectively
- Is able to be inspired and be inspiring
- Is inquisitive and enquiring and displays a restlessness to improve service quality and effectiveness
- Is receptive to fresh insights from diverse sources in and out of own service area
- Stimulates and encourages creativity and innovation in self and others
- Generates, tests and implements a range of innovative approaches to delivering high quality services, and to overcoming obstacles
- Is able to take the strategic vision and plans through to implementation, understanding the key processes and issues

Ineffective behaviours

- Requires other people to motivate him/her and has inadequate drive to achieve impact
- Lacks self assurance, transmits complacency, is seemingly un-energised or threatened by challenges or suggested improvements
- Is disinterested in continually making things better, being content to maintain the status quo
- Resists alternative views or fresh insights that could inform future options
- Has low expectations of others as well as of him/herself, and discourages innovative thinking
- Sees difficulties as an excuse for maintaining the status quo and avoids even low level risks in managing change
- Unable to interpret or use the Council's strategic vision and other strategic documents to plan or achieve improved outcomes or to anticipate the change processes required in his/her own service





LEADERSHIP COMPETENCIES

Personal Credibility

Is self-aware and able to make impact by motivating others. Acts as a role model of leadership inside and outside the Council.

Leading change and improvement, especially in the face of challenges, requires self confident, aware leaders who inspire confidence in others and who can lead by example.

Effective behaviours	Ineffective behaviours
<ul style="list-style-type: none">Consistently behaves in accordance with the desired culture, particularly in times of crisis and is comfortable with uncertaintySets and maintains consistently high standards of behaviour for self and othersClearly understands and values the diversity of the city and works proactively to build equality and eliminate discriminationTakes personal ownership and demonstrates high levels of integrity, acting as a role model for excellence.Communicates in an open, inclusive way, listens and hears others, asks for feedback and responds to this in a positive mannerIs sensitive to and encouraging of others, while moving forward and keeping a focus on achieving resultsIs recognised as the leader of a service which delivers excellence, is forward thinking and is consequently held up as a model of best practice	<ul style="list-style-type: none">Appears to others to be in support of the desired culture by what is said, but behaves in a contrary or inconsistent wayFails to set standards of behaviour for others or model leadership behaviour him/herselfUnaware of the diversity of the City, therefore does not work towards achieving equality for all residents, eliminating discriminationAvoids owning problems, is insincere. May also act as a magnet for a subversive counter culturePresses a narrow viewpoint, irrespective of other opinions and fails to acknowledge the contributions of othersCommunicates in ways that prevent feedback, convincing others there is little point in engaging or making their own contributionsIs recognised as a brake on the progress of the organisation or the service or even as an active 'saboteur' of agreed change





LEADERSHIP COMPETENCIES

Collaborative Working

Actively develops alliances and works effectively with partners, stakeholders and customers to improve the Council and the City; to achieve mutually beneficial goals; and to promote a positive image of Hull.

Leaders in local government work in a complex environment, where to be effective the leadership role must be acceptable to and conferred on them by others. To meet the challenge of bringing about excellence they must understand the impact of their decisions and actions, and be able to influence others through persuasion and negotiation, as collaborative action is more effective than duplication or competition.

Effective behaviours	Ineffective behaviours
<ul style="list-style-type: none">• Demonstrates a real understanding of the value of collaborative working and that the service cannot stand alone• Gets results by actively seeking to work in partnership with others, and understands when to lead and when to follow such collaborative activities• Builds inclusive partnerships that maximise the opportunities of 'difference' amongst partners• Develops, extends and sustains strong networks at senior levels across the Council, with City-wide partners and with appropriate colleagues and or organisations regionally and nationally• Demonstrates political awareness and has effective relationships when working with Members and other key partner representatives• Understands that his/her role is broader than that of managing their service area, and is aware that they are an ambassador for the Council, and for the City	<ul style="list-style-type: none">• Maintains an introverted or protectionist approach to his/her own service without understanding the value of collaborative working• Works in an isolated way and attempts to dominate peers or to disengage from collective approaches• Has no strategy in place to facilitate the synergy to be achieved by working effectively with partners• Has poor networking skills leading to missed opportunities for win:win situations, both inside and outside the Council• Is naïve about, ignorant of, or disinterested in issues of political governance. Has poor relationships with elected Members and senior representatives of other strategic partner agencies, displaying a lack of appreciation or respect for their role• Fails to understand the breadth of role and that, as part of the collective officer leadership of the Council, he/she has a crucial role in reputation management





LEADERSHIP COMPETENCIES

Collaborative Working - Continued

Actively develops alliances and works effectively with partners, stakeholders and customers to improve the Council and the City; to achieve mutually beneficial goals; and to promote a positive image of Hull.

Leaders in local government work in a complex environment, where to be effective the leadership role must be acceptable to and conferred on them by others. To meet the challenge of bringing about excellence they must understand the impact of their decisions and actions, and be able to influence others through persuasion and negotiation, as collaborative action is more effective than duplication or competition.

Effective behaviours	Ineffective behaviours
<ul style="list-style-type: none">• Tailors communication to be effective to a wide range of customers and stakeholders	<ul style="list-style-type: none">• Unresponsive to the particular needs of others when communicating

