

CITY LEADERSHIP AND MANAGEMENT FRAMEWORK

Key Result Area: PERSONAL EFFECTIVENESS			
Competency & Definition	Skills/Attributes	Effective Behaviours	Ineffective Behaviours ('Red Flag' behaviours that need to be addressed)
<p>SELF AWARENESS & PERSONAL IMPACT Operating effectively at individual, group and organisational levels with the wider community</p> <p>Committed to City values and ensures that actions are transparent and fair.</p>	<ul style="list-style-type: none"> • Self development • Self confidence • Self awareness • Professionalism • Respect for others • Integrity 	<ul style="list-style-type: none"> • Actively seeks opportunities for personal development • Learns from mistakes or resistance and moves on to achieve important objectives in other ways • Consistently sets a high standard of personal honesty, integrity and fairness • Understands own strengths and weaknesses • Makes explicit their commitment to the City Council in terms of values and standards of behaviour • Is aware of personal impact on others • Demonstrates a “can do” attitude • Challenges discriminatory behaviours • Actively seeks feedback and responds positively to it 	<ul style="list-style-type: none"> • Takes the credit for others achievements/work • Goes in ‘guns blazing’ • Has blind spots about own abilities and does not see the need for development • Allows other to be treated badly/Demonstrates or allows discriminatory behaviour • Gossips or shares confidential information • Is unable to deliver difficult messages honestly and openly • Does not challenge ‘the ways things have always been done’ • Lacks credibility • Does not believe in compromise • Uses ‘command and control’ approach in order to manage rather than winning hearts and minds • Not modelling behaviours required of others
<p>CONTRIBUTION Adds value to the organisation Proactive in leadership Strives for excellence Works collaboratively</p>	<ul style="list-style-type: none"> • Influence • Enthusiasm • Accountability • Commitment (discretionary contribution) • Networking/promoting City Council • Creative – lateral thinking 	<ul style="list-style-type: none"> • Inspires and generates a positive supportive response from staff, managers and colleagues • Provides a positive role model • Sees and seizes opportunities to make things happen or do things which make a positive difference • Takes initiative/is proactive in identifying improvements • Recognises expectations of role as leader/mgr • Actively seeks opportunities to network and promote the City Council 	<ul style="list-style-type: none"> • Low contributor to groups • Ignores the concerns/opinions of others • Doesn’t accept responsibility for own actions and behaviour • Displays professional arrogance or intolerance of others • Makes personal comments about/to others • Works below delivery/role expectations • Limited view of role – no networking/promotion etc
<p>RESILIENCE The ability to keep going in difficult and challenging circumstances</p>	<ul style="list-style-type: none"> • Tenacity • Perseverance • Self motivation • Motivation of others • Support to others • Composure 	<ul style="list-style-type: none"> • When resistance encountered, looks for alternative ways to achieve the end goals • Pursues important objectives despite setbacks and deals effectively with any conflicting interests • Willing to be patient in the achievement of long-term goals, overcoming obstacles on the way • Controls own pressure even in very difficult situations, without unduly impacting on others • Maintains a positive outlook and avoids unproductive confrontation • Takes responsibility to resolve issues 	<ul style="list-style-type: none"> • Gives up at first sign of resistance • Requires excessive supervision to complete tasks • Changes professional advice in response to pressure • Takes failure personally • Doesn’t know when to give up, to the detriment of the team • Is unconcerned with missing targets and deadlines • Becomes sidetracked from objectives
<p>COMMUNICATION The ability to communicate in an effective and compelling manner</p>	<ul style="list-style-type: none"> • Persuasive • Open minded • Uses different 	<ul style="list-style-type: none"> • Plans and considers key messages • Communicates complex ideas in a way that can be easily understood 	<ul style="list-style-type: none"> • Uses communication methods that excludes others e.g. jargon • Gives conflicting or contradictory messages

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	techniques/adaptive styles for different audiences <ul style="list-style-type: none"> • Active listening 	<ul style="list-style-type: none"> • Recognises their own preferred communication style, how it is received by others and if necessary be prepared to adapt or change • Able to communicate clearly and persuasively in order to get commitment from others • Checks for shared understanding 	<ul style="list-style-type: none"> • Uses "one way" communication • Doesn't share information • Gives out misleading or inaccurate information • Is unapproachable • Tends not to listen to others • Does not tailor communication to meet the needs of the audience

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Key Result Area: LEADERSHIP			
Competency & Definition	Skills/Attributes	Effective Behaviours	Ineffective Behaviours
<p>STRATEGIC FOCUS Has an outward looking, long-term approach to develop and deliver the Vision for the Council.</p>	<ul style="list-style-type: none"> • Creativity • Long-term planning (conceptual and analytical) • Organisation awareness • Direction setting • Advocacy 	<ul style="list-style-type: none"> • Gets commitment to the Vision from Members and key stakeholders • Forecasts future scenarios and feeds these into planning processes • Evaluates options before making a choice • Ensures strategy incorporates stakeholder needs • Contributes effectively to strategic thinking • Actively takes on a community leadership role 	<ul style="list-style-type: none"> • Accepts existing assumptions and the prevailing culture • Does not take account of the diverse needs of the community • Is concerned with short term issues and detail • Failing to keep up to date (or take action) on LG challenges/agenda • Fails to respond to opportunities/challenges
<p>CORPORATE FOCUS Takes responsibility for the direction and performance of the organisation as a whole as well as own service area.</p>	<ul style="list-style-type: none"> • Commitment to agreed corporate approach • Works collaboratively • Initiative • Planning for effective delivery 	<ul style="list-style-type: none"> • Uses the Vision to develop goals for organisational change and improvement • Focuses on delivery in context of City Council priorities • Maximizes the potential for diversity within the organisation for managing people • Promotes a learning organisation • Evaluates performance against vision and strategy • Challenges accepted practices 	<ul style="list-style-type: none"> • Gets immersed in detail • Fails to translate the Vision into own service planning • Has insular approach to job • Blocks ideas and discussion • Ignores Corporate priorities
<p>MANAGING CHANGE Understands and applies sound principles for the management of change.</p>	<ul style="list-style-type: none"> • Adaptability • Critical thinking • Credibility • Influence • Clear & appropriate communication • Project management approach 	<ul style="list-style-type: none"> • Analyses the external and internal environment and understands the need to change • Defines the change and assigns resources to its implementation • Champions the agreed change and gains support from all stakeholders • Address feelings of insecurity and resistance to change • Promotes efficient and effective communication practices • Delivers on promises • Continually reviews, refines and learns from the results of the change programme • Communicates the Vision effectively and continually 	<ul style="list-style-type: none"> • Fails to understand reasons for resistance to change • Sees change as upheaval rather than growth • Creates a culture of distrust by sending mixed messages • Does not involve and enthuse staff in the change process • Fails to support staff through the change • Unwilling to adapt • Tolerates poor performance • Does not lead by example • Is unwilling to discuss or share information • Lets project/change process drift and fails to address uncertainties/difficulties
<p>MANAGING FOR RESULTS Works consistently to set and achieve objectives by establishing a culture of outcome-focussed working</p>	<ul style="list-style-type: none"> • Decisiveness • Problem analysis • Evaluation • Assertiveness • Agrees clear objectives 	<ul style="list-style-type: none"> • Turns strategic goals into specific objectives and tasks • Include equality and diversity targets • Sets and agrees objectives which are realistic, achievable and cost effective taking into account available resources • Ensures action plans are produced with clearly identifiable "milestones" of progress and achievement which are regularly reviewed • Evaluates results and shares the learning with others • Presents the arguments clearly, succinctly and 	<ul style="list-style-type: none"> • Fails to identify the cause of problems • Allows identified problems to drift and hopes for the best (avoids problem solving) • Refers difficult issues/problems to someone else • Continues to follow a course of action when it is already proving unworkable • 'Fire fights' rather than proactively anticipating problems • Jumps to conclusions without working things through • Fails to identify and manage risks • Fails to use the risk register

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		<p>assertively for a particular course of action</p> <ul style="list-style-type: none">• Makes decisions on time• Assesses and mitigates risks, and actively uses the City's risk register	
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Key Result Area: PARTNERSHIP & COMMUNITY			
Competency & Definition	Skills/Attributes	Effective Behaviours	Ineffective Behaviours
<p>PARTNERSHIP WORKING Developing partnerships to support shared objectives and achieve collaborative working.</p>	<ul style="list-style-type: none"> • Influence • Networking • Empathy • Advocacy • Diplomacy • Listening • Supportive (to partners) • Creativity 	<ul style="list-style-type: none"> • Strives to create the conditions for successful partnership working.(win/win) • Recognises the role the Council plays in facilitating partnership working • Acts as an ambassador for the City Council in any context • Looks for opportunities to maximise resources/creative use of resources (adding value) • Mediates between conflicting interests to seek solutions • Networks with other Councils and partner agencies to co-ordinate activities and share learning • Demonstrates commitment – delivers on promises 	<ul style="list-style-type: none"> • Thinks the Council has the right to decide • Uses professional status as a block to partnership working • Waits for reason to contact people • Has no desire to work with others • Has an 'I win, you lose' approach to working with others • Stays in the office! • Works only within silo/Council • Not contributing effectively • Not seeking out opportunities for partnership working • Maintains the 'status quo'
<p>COMMUNITY ENGAGEMENT/ DEVELOPMENT Committed to engaging with all stakeholders to continuously review and improve services</p>	<ul style="list-style-type: none"> • Engaging (not just consulting) • Negotiation • Facilitation • Understanding of diversity and equalities issues for service provision • Communication • Active listening • Managing meetings 	<ul style="list-style-type: none"> • Seeks involvement from hard to reach and excluded groups to address equal access issues and promote City commitment to diversity • Sets clear parameters to avoid unrealistic expectations • Carries out consultation in a planned and measurable way • Communicates appropriately using a range of suitable techniques • Changes the way things are done in response to what users have to say • Feeds back to show people how their contributions affect decision-making • Being prepared to be flexible and respond to changes 	<ul style="list-style-type: none"> • Arrogant/patronising attitude • Favours one or more groups to the exclusion of others • Conducts consultation in isolation from the rest of the Council • Consults only to "tick the box" • Consults with everybody in sight! • Ignores community feedback • Don't manage expectations
<p>POLITICAL KNOWLEDGE AND SENSITIVITY Working with and supporting members to understand the impact on the organisation of political interests and range of agendas</p> <p>More than one LA – also partner orgs?</p>	<ul style="list-style-type: none"> • Politically aware • Understanding of political drivers • Empowerment • Consultation • Persuasion/influence • Listening 	<ul style="list-style-type: none"> • Pro-actively works to develop and maintain open working relationships with Councillors • Understands what Councillors want to achieve and supports them to find appropriate solutions • Manages Councillors expectations and highlights risks and implications of actions • Clarifying for members the limits of their powers or statutory responsibilities • Is aware of potential political reactions and takes appropriate steps to minimise resistance. • Recognises the community leadership role of Councillors • Briefs councillors impartially, openly and flexibly • Supports and encourages Councillors to develop themselves within their wider political role • Values the experience and perspectives 	<ul style="list-style-type: none"> • Doesn't know or care who the key Councillor contacts are for their own service area • Fails to keep informed of relevant political issues • Avoids contact with Councillors whenever possible • Blames Councillors rather than explaining their decisions • Does not understand the political nature of local government • Alienates elected members • Naïve – does not understand the informal structures • Inconsistent messages to Councillors • Abusing position to influence members inappropriately

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		contributed by Councillors	
		<ul style="list-style-type: none">• Use influence/power appropriately with Members	

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Key Result Area: PERFORMANCE MANAGEMENT			
Competency & Definition	Skills/Attributes	Effective Behaviours	Ineffective Behaviours
<p>MANAGING PEOPLE PERFORMANCE Committed to developing and maintaining a high performing workforce</p>	<ul style="list-style-type: none"> • Sets standards • Objective/goal focused • Effective delegation • Teambuilding • People development & succession planning • Effective feedback • Coaching and Mentoring MOVE • Builds trust • Leads change 	<ul style="list-style-type: none"> • Use of appropriate management styles • Promote/facilitates empowerment of employees • Involves all staff by encouraging ideas and discussion on clearly stated issues • Builds a sense of being valued and part of something which is exciting and worthwhile e.g. regularly uses praise in a genuine and sincere way, consults staff • Builds teams with the appropriate skills mix to achieve objectives • Allocates roles and responsibilities clearly and fairly • Agrees stretching personal and service objectives • Openly tackles conflicts/tensions and disputes • Regularly reviews performance and encourages staff to take responsibility for their own development • Provides timely, constructive and regular feedback and encourages staff to reciprocate • Ensures that staff development implications are identified as a key element of any service development plan • Develops individuals and builds on their strengths to meet the needs of the organisation in the future • Promotes openness and trust • Promotes equality and diversity • Delivers on promises 	<ul style="list-style-type: none"> • Is inconsistent when dealing with people performance • Holds on to tasks they like to do • Is isolated and works alone by choice • Doesn't believe in "team-building" • Criticises performance without providing examples or support • Criticises others without addressing it directly with the individual • Provides vague objectives and is unclear about outcomes required • Ignores poor performance and difficult issues • Blocks development opportunities • Interested only in the task and not the people • Appoints/promotes/prefers people who offer no challenge to own position and will not be stretching to manage • Sees staff management and development as not their responsibility • Does not explore an individuals potential • Does not work on their own learning or apply learning • Feels threatened by high potential individuals • Does not monitor or review progress • Passes on poor performers for others to deal with • Demonstrates favouritism
<p>MANAGING PROJECTS AND RESOURCES Ensuring projects contribute towards the City Council's objectives and that capacity/capability is available to deliver these</p> <p>Includes delivery of Key performance indicators MOVE</p>	<ul style="list-style-type: none"> • Effective judgement/decision-making • Problem solving • Time and Resource Management • Risk Management • Results-oriented • Manages priorities 	<ul style="list-style-type: none"> • Analyses and assesses the impact on resources • Celebrates achievements/milestones along the way • Gains agreement at the outset to the scope of the project (including roles and responsibilities) • Understands how the project links to corporate objectives aligned to corporate priorities • Works with people to think through development options and produce realistic plans • Abandons or varies projects or their plans when necessary with agreement • Monitors time and resource plans, predicts when the project will vary from its plan and takes action • Learns lessons from other completed projects • Ensures that projects are seen through and outcomes are delivered 	<ul style="list-style-type: none"> • Is rigid in approach • Does not see the need to 'stay ahead of the game' • Overlooks key facts and data • Fails to communicate the links between major projects and the objectives of the service and departments • Is unaware of the skills needed to manage a project effectively • Fails to meet targets most of the time • Makes no effort to prioritise tasks • Does not use available resources effectively/overspends • Has an untidy and disorganised approach to work • Fails to use Council standards/processes • Focuses on 'pet' projects

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Key Result Area: PERFORMANCE MANAGEMENT contd.			
Competency & Definition	Skills/Attributes	Effective Behaviours	Ineffective Behaviours
<p>MANAGING INFORMATION AND KNOWLEDGE Creating environments for sharing organisational and personal knowledge</p>	<ul style="list-style-type: none"> • Information gathering / Networking • Information and knowledge dissemination • Building expert (best practice) knowledge • Exploiting the potential of technology 	<ul style="list-style-type: none"> • Is well informed on social, political and economic issues involving the organisation • Demonstrates a breadth and diversity of knowledge related to the organisation • Keeps colleagues up to date with relevant and timely information • Seeks out opportunities to network, gather and share 'best practice' and information from within and outside the organisation • Shares own knowledge across the Council • Proactive in managing information • Takes appropriate and early action to address issues 	<ul style="list-style-type: none"> • Relies on others to keep them informed • Fails to build positive networks and relationships with partners, colleagues in related organisations and voluntary groups/community leaders representing minority groups • Deliberately withholds information – sees information as power • Suffers information overload • Ignores/avoids technology solutions
<p>CUSTOMER FOCUSED SERVICE DELIVERY Ensuring that the service is focused on the needs of the customer</p>	<ul style="list-style-type: none"> • Responsiveness • Sets clear standards • Pro-activity • Awareness of specific needs e.g. equality and diversity • Marketing and promotion 	<ul style="list-style-type: none"> • Ensures that user/customer focus is established for all areas of the community • Consults with users and non users to determine customer requirements • Enforces Council customer service standards and develops additional standards for local services as appropriate • Ensures wherever possible that the workforce is representative of the customer base • Gives clear explanations when customer expectations cannot be met • Seeks out examples of best practice to raise and maintain the quality of customer service • Goes the extra mile for the customer • Provides consistent opportunities for individuals from diverse communities to access services and information • Balancing needs of individuals and groups • Seeks customer feedback and acts on it • Develops customer focussed service delivery approaches 	<ul style="list-style-type: none"> • Only provides what is expedient or convenient • Allows those who shout loudest to take priority • Blames others in the Council when talking to customers • Reacts defensively to criticism/feedback • Doesn't do what they say they're going to do • Applies stereotypes to individuals/groups/communities • Hides behind jargon • Doesn't see service from a customer point of view • Fails to see internal colleagues as customers • Complains about customer 'demands' • Develops a rigid one size fits all approach • Hides behind front line staff – leaves staff to deal with difficult customers