



Slough Borough Council

Leadership Job Family
Competency and Behavioural Framework

Last updated June 2020

Introduction

This document sets out the Slough Borough Council Leadership Behavioural and Competency Framework.

It contains detailed descriptions of each competency and the levels that can be attained within each competency and identifies key behaviours.



The Framework has been created through detailed research, tailored to the specific needs and environment of the Council and is applicable to leadership roles at Director and Associate Director level and can be applied to middle management roles too.

Using Competencies

What are competencies?

Competencies are underlying characteristics that lead to superior performance in an individual's job. They include qualities, skills, attributes, and traits that help people be successful.

Competencies go beyond the traditional focus on academic qualifications, technical skills, and experience, providing a framework for assessing and developing deeper-seated personal skills.

Competencies are also capable of being developed in people rather than other traits that may be fixed and immovable.



Competency Levels

Each competency is broken down to levels, each of which gives an illustration of what the competency might look like. This is done because it is not as simple as either having or not having a competency – different jobs will require different levels of complexity of the same behaviour. The levels within the Leadership Competencies range from three to six levels.

It should be noted that the scales are cumulative. This means that if a level 3 is identified as the appropriate level for a particular role, it will be assumed that level 1 and 2 are also required.

Clusters

There are fifteen competencies (L1 to L15) and they are arranged in three clusters:

- Personal Qualities (Values)
- Setting Direction (Leadership)
- Delivering Services (Outcomes)

Personal Qualities

The scale and complexity of the change agenda within the Council and the level of **accountability** means that leaders need to draw upon their personal qualities to see them through the demands of the job. Leaders need to role model and promote a positive “can do” sense of confidence. This will enable them to be shapers and **ambitious** for the council even in the face of significant challenges. Leaders require a high degree of self-awareness. They understand their own strengths and limitations, and always use failure or misjudgement as an opportunity for learning.

Leaders are motivated by wanting to make a real difference to people by delivering a high-quality service through **innovation** and by developing improvements to services. There is much at stake in leading Council services, so leaders need to bring a sense of the highest level of integrity to what they do that helps them be **responsive** and deliver to the best of their abilities.

Leaders need to be excited about working within and across the council and partner organisations to **empower** everyone to be at their best and contribute to their highest level of ability.

Setting Direction

Leaders of public sector organisations often work with uncertainty and ambiguity. A strategic insight is required to take radical actions, which may be needed to modernise the organisation, and make it **responsive** to the needs of users. As well as adopting a strategic vision, leaders need to manage short and long-term priorities, especially where resources are finite. This requires an ability to display “big picture” thinking while paying sufficient attention to significant detail. Leaders also need to focus on **innovation** and continuous improvement by interpreting national policy directives and translating them into plans at a local level as well as keeping abreast of best practice within and outside the organisation.

Delivering Services

High performing leaders provide leadership across the council make things happen – to deliver service results. They work collaboratively within and outside of the council. They use a range of styles which challenge traditional organisational boundaries and ways of working and emphasis integration and partnerships. Leaders also need to be focused on articulating the vision with compelling clarity, keeping the focus on change and inspiring others to be positive in their support of service improvement. Leaders in the Council will work with and alongside a wide range of internal and external stakeholders. Effective Leaders must understand that truly collaborative working is essential and have strength of resolve that they can use in both holding others to **account**, as well as being held to **account**, for targets they have to achieve.

LEADERSHIP COMPETENCIES AND BEHAVIOURS

Cluster 1

Cluster 1 - Competencies	Personal Qualities
L1 - Self-Belief	Displaying confidence that you will succeed, and you can overcome obstacles to achieve the best outcomes for service improvement
L2 - Self awareness	Knowing your own strengths and limitations and understanding your own emotions and the impact of your behaviour on others in diverse situations
L3 - Self management	Being able to manage your own emotions and be resilient in a range of complex and demanding situations
L4 - Drive for improvement in Public Services	Showing genuine motivation to improve performance in public services and thereby to make a real difference to others. This includes working with public and private sector partners, adapting style to suit audiences.
L5 - Personal integrity	Demonstrating a sense of commitment to openness, honesty, democracy, inclusiveness, loyalty, and high standards in undertaking the leadership role.

Cluster 2

Cluster 2 - Competencies	Setting Direction
L6 – Seizing the future	Being prepared to take action now to shape and implement a vision for the future development of services
L7 – Intellectual flexibility	Embracing and managing ambiguity and complexity and to be open to creativity in leading and developing innovative service delivery models
L8 – Broad scanning	Taking the time to gather information from a wide range of sources, across all areas that impact public sector services
L9 – Contextual Astuteness	Showing an ability to understand diverse interest groups and power bases within the organisation, and the dynamics between them, so as to lead Council services more effectively.
L10 – Drive for results	Displaying a strong commitment to making service performance improvements and a determination to achieve positive service outcomes for the public

Cluster 3

Cluster 3 - Competencies	Delivery Services
L11 – Leading change through people	Communicating the vision and rationale for changes, modernisation, and working across the organisation to engage and facilitate others to work collaboratively to achieve meaningful change
L12 – Holding to account	Displays resolve to hold others to account for agreed targets and to be held accountable for delivering a high level of performance
L13 – Empowering others	Striving to facilitate others' contributions and to share leadership, nurturing capability and long-term development of others
L14 Effective and strategic influencing	Being able and prepared to adopt a number of ways to gain support and influence diverse parties, with the aim of securing constant improvement
L15 – Working effectively with others	Demonstrating commitment to working and engaging constructively with internal and external stakeholders

Cluster 1 – Personal Qualities

L1 – Self Belief

Displaying confidence that you will succeed, and that you can overcome obstacles to achieve the best outcome for service development and improvement

Features of this competency include:

- Relishing a challenge
- Being prepared to stand up and be counted
- Working beyond the call of duty, when this is required
- Speaking up if this is needed. In doing so, your integrity and your motivation for doing so will sustain you.

Level 1
<ul style="list-style-type: none">• Manages own anxieties and appears confident to others• Shows the courage to make full use of the formal authority of the role• Gives it a go, however difficult/impossible a task or confrontation may seem.
Level 2
<ul style="list-style-type: none">• Sees self as a “can do” person and is positive about own ability to succeed• Draws on own relevant experience and that of trusted others• Demonstrates optimism about achievement of goals even when this is challenging
Level 3
<ul style="list-style-type: none">• Rises to, and relishes, a range of challenges, tackles issues head on and inspires others• Feels able to succeed and is prepared to stand up and be counted• Shows the confidence to involve others in support of a particular outcome.
Level 4
<ul style="list-style-type: none">• Takes on very stretching challenges that others may back away from• Challenges others in positions of influence when in pursuit of a justified outcome to achieve business objectives and uphold Council values• Challenges the status quo, but will be able to back up their position with evidence that the action is aimed at achieving service improvement.

L2 – Self Awareness

Knowing your own strengths and limitations and understanding your own emotions and the impact of your behaviour on others in diverse situations.

Feature of this competency include:

- Being aware of your own emotions
- Being aware of your personal impact on others, particularly when you are under pressure as you have an understanding of the “triggers” to which you are susceptible.

Level 1
<ul style="list-style-type: none">• Demonstrates awareness of your own emotions• Notices when own emotions are aroused and likely to create an inappropriate impact on the situation or others
Level 2
<ul style="list-style-type: none">• Understands the nature and causes of their emotional reactions to particular situations• Recognises how challenges to personal values are likely to trigger certain responses in you• Manages your reactions to stress or difficult situations effectively and maintains a sense of perspective
Level 3
<ul style="list-style-type: none">• Uses a range of techniques to proactively manage the likely impact of your emotions, both on self and others in a range of situations.• Knows own strengths and limitations, in providing leadership that makes a difference to clients and customers.• Remains composed and positive under highly stressful or pressurised situations over time and develops

L3 – Self Management

Being able to manage your own emotions and be resilient in a range of complex and demanding situations

Features of this competency include:

- Being tenacious and resilient in the face of difficulty
- Being able to cope with an increasingly complex environment – with the blurring of organisational boundaries and the requirement to work in partnership across the council.

Level 1
<ul style="list-style-type: none">• Manages own response and reactions carefully when faced with demanding situations• Remains calm in a crisis• Resists the temptation to take over, for example when a task has been delegated elsewhere or when working in collaboration with partners
Level 2
<ul style="list-style-type: none">• Takes conscious steps to manage own emotions and pressure when necessary.• Withdraws from a stressful situation temporarily, creating time out for reflection or recuperation, or seeking support from peers/learning set.
Level 3
<ul style="list-style-type: none">• Manages own energy, pacing efforts for the long haul.• Recognises others' anxieties and problems, and encourages them to find ways of dealing constructively with their stress; models a healthy work/life balance• Absorbs and deals constructively with criticism, seeking support as necessary

L4 – Drive for Improvement

Showing genuine motivation to improve performance in public services and thereby to make a real difference to others, using contacts and networks in all relevant partnerships.

Features of this competency include:

- Shows deep sense of vocation for public service driven by identification with the needs of the community
- Believes in the importance of the democratic control of public service and providing accountable services to the community and their representatives.
- Focuses primarily on achievement of outcomes for the greater good of others, and not own reputation or self betterment
- Invests energy in bringing about innovation and service improvements – even to the extent of wanting to leave legacy outcomes, including effective partnerships, inter-agency working and community involvement
- Displays leadership and ownership of Brilliant Basics, encouraging and supporting staff to exemplify the framework

Level 1
<ul style="list-style-type: none">• Stays focused on the outcomes and goals of service improvement and resists being side-tracked• Is helpful and constructive to others in achieving shared outcomes and goals• Puts the needs of others first where these are concerned with service improvement
Level 2
<ul style="list-style-type: none">• Invests effort in making a difference to how services are planned and delivered• Collaborates with and on behalf of key stakeholders inside and outside the organisation to achieve defined positive outcomes in a coherent and integrated way• Makes best use of resources and improves results by analysing outcomes and benefits against cost and risk to inform decision-making
Level 3
<ul style="list-style-type: none">• Invests sustained effort in making a significant impact on improvement in the local area and securing positive outcomes for customers inside and outside the organisation• Looks to the longer term, seeking to leave a legacy of improved services with enduring benefits for customers and the council• Puts own experience and expertise at the disposal of others in the wider Council context for the greater good.

L5 – Personal Integrity

Demonstrating a sense of commitment to openness, honesty, democracy, inclusiveness, loyalty and high standards in undertaking the leadership role.

Features of the competency include:

- Believing in a set of key values borne out of broad experience of, and commitment to, the service, especially when under pressure
- Insisting on openness and communication, motivated by council values and inclusivity to complete activities
- Acting as a role model for public and partnership involvement and the dialogue that all staff, including the front line, need to have with customers and clients.
- Shows resilience that enables you to push harder, when necessary, in the interests of changing or developing services that will make improvements
- Recognises the importance of the collective leadership and supports through engagement and loyalty to colleagues
- Understands and exemplifies the values and behaviours set out in SBC's Brilliant Basics framework

Level 1

- Behaves consistently with own stated values and beliefs
- Delivers on what is promised, or is open about short-comings, time lags or failures
- Models and promotes the organisational values i.e. "walks the walk".

Level 2

- Creates an environment of openness, cutting through ambiguity to provide clarity in communication and expects this from others

Level 3

- Stands up for what is right in terms of leading and developing services, even when it is difficult to do so, and there may be a personal cost to do so.
- Acts as a role model for involvement of staff and other customers, even where this results in challenges to how things are done
- Supports others who are acting consistently with core values

Cluster 2 – Setting Direction

L6 – Seizing the Future

Being prepared to take action now to shape and implement a vision for the future development of services

Features of this competency include:

- Making the most of the current opportunities available to drive improvements that are of the most benefit to the community, including working with partners.
- Analysing information and Interpreting the likely direction of changes
- Using personal insights into the broad strategic direction of services to help shape and implement the approaches and culture and to work collaboratively across the whole Council
- Underpinning vision and action with a strong focus on local needs
- Preparing to undertake transformational, rather than just incremental, change where this will achieve improvement

Level 1
<ul style="list-style-type: none"> • Reacts appropriately and in a timely way to current issues and problems and does so decisively • Acts promptly in a crisis or other time sensitive situation, involving others where appropriate
Level 2
<ul style="list-style-type: none"> • Anticipates and takes action to mitigate negative impacts from potential conflicts of interest or issues that might interfere with effective service delivery • Makes the most of current opportunities to bring about incremental improvements, taking tailored steps to build support and engagement to find a solution • Uses analytical judgement or creative skills to analyse and interpret complex information or situations to produce strategies over the medium term (several months to a year)
Level 3
<ul style="list-style-type: none"> • Recognises how current service developments fit into the Council vision and strategies required to achieve continuous service improvement • Takes action to realise service improvements in the short-term (up to several weeks) • Uses analytical judgement or creative skills to analyse and interpret varied and complex information or situations to produce strategies over the medium term (several months to a year)
Level 4
<ul style="list-style-type: none"> • Thinks through and actions decisions, goals and priorities that can further the stated strategy for service improvement over the next year, monitoring and managing defined budget and resources

- Identifies the implications and risks of alternative courses of action; strives to make these work; building coalitions, partnerships or relationships to gain support over the long term
- Takes action to improve service delivery, the benefit of which should be fully realised in the medium term (12 months).
- Uses analytical judgement or creative skills to analyse and interpret varied and complex information or situations to produce strategies over the long term (more than a year)

Level 5

- Looks to the future and is able to see current opportunities and linkages that; may not be immediately apparent to others and acts decisively upon them
- Generates, validates and implements a range of innovative approaches to progress projects understanding the broader trends in improvement and service delivery
- Thinks and acts with a long-term, futuristic perspective
- Works across the council, identifying budget savings and the most cost-efficient ways of optimising service delivery

L7 – Intellectual Flexibility

Embracing and managing ambiguity and complexity and to be open to creativity in leading and developing services

Features of this competency include:

- Responding to fresh insights and perspectives from diverse sources, both internal and external to the council, driven by values
- Understanding that change may have to be radical to achieve improvement
 - Acknowledging innovative thinking and encouraging creativity and experimentation in others too

Level 1

- Shows openness to new information and views from diverse standpoints, including different professional areas
- Modifies own thinking, and sets of assumptions, to take account of new and diverse viewpoints

Level 2

- Makes sense of disparate information; sees patterns and trends
- Finds and uses existing models, for example of how organisations work, to help integrate things into a whole
- Is adept at moving between significant detail on the ground and the big picture

Level 3

- Crystallises key points from a range of disparate information and makes sense of complex situations
- Able to analyse and explain complex information or concepts, even when the context is unclear or ambiguous, so that others are able to understand it
- Builds a shared and compelling sense of purpose that encourages others to be innovative, in refining or re-designing services to achieve continuous improvement

L8 – Broad Scanning

Taking the time to gather information from a wide range of sources

Features of this competency include:

- Making it a priority to know about how services are being delivered and what the experience of the community is
- Tenacious in seeking and establishing the salient points in a situation to determine the best course of action
- Demonstrating systematic ways of keeping personally informed about key developments

Level 1

- Meets personally with those who are involved with what is happening and takes an active interest
- Checks what is happening on the ground, asking others about their experience of services
- Demonstrates curiosity and prepared to challenge the status quo

Level 2

- Probes to find out more about what is actually happening
- Maintains currency of awareness of trends, new ideas and changing contexts
- Builds cordial and constructive relationships with local networks to share information to benchmark own services

Level 3

- Seeks out ideas, developments and trends to keep informed, pre-empt issues arising and identify potential opportunities, to inform decision-making
- Keeps abreast of national developments across various sectors through active involvement in national and regional networks
- Proactively seeks ideas and learning from exemplars of good practice and informs the thinking of policy makers

L9 – Contextual Astuteness

Showing an ability to understand diverse interest groups and power bases within the organisation and partnership organisations, and the dynamic between them, to lead Council services more effectively.

Features of this competency include:

- Understanding the climate and the culture of the Council and in the wider environment
- Knowing who the key influencers are – both internally and externally to the council – and how to involve them, as required
- Understanding strategy and policy at a national and local level and being able to plan a way ahead that takes account of these strategies and policies.

Level 1
<ul style="list-style-type: none">• Identifies key people inside and outside the organisation who are in positions of influence to progress initiatives and projects in the most expedient way• Uses own networks to exchange information or create useful points of contact for mutual benefit
Level 2
<ul style="list-style-type: none">• Understand what is and is not possible in the current local or national climate, in terms of council provision• Acts as a role model for engaging and empowering communities and service users showing sensitivity for the diversity of customs and ways of working• Uses this understanding of customs and traditions to manage and pace the changes required to bring about local service improvements
Level 3
<ul style="list-style-type: none">• Understands the formal mechanism and complex relationships that make up the decision-making process of the Council• Identifies the relevant interest groups, networks and groupings, and uses this understanding to get things done at speed• Ensure that the workforce and relevant partners keep customer needs at the forefront of the design and delivery of services
Level 4
<ul style="list-style-type: none">• Understands the underlying social, political and historical factors shaping local and national realities of services and uses this understanding to get things done.• Knows who the key influencers are and how to involve them to shape and deliver changes across the public sector

L10 – Drive for Results

Displaying a strong commitment to making service performance improvements and a determination to achieve positive service outcomes for the community.

Features of this competency include:

- Setting ambitious targets which may exceed the minimum standard required and taking calculated risks - all with the aim of delivering added value to the service.
- Focusing own, and others', energy on what really makes a difference, rather than being constrained by methods which were used in the past.
- Seeking out opportunities to improve delivery of service through partnership and new ways of working.

Level 1
<ul style="list-style-type: none">• Takes actions that lead to the delivery of set service targets• Understands key drivers of cost and value in their area and how efficiencies can be gained• Keeps track of and measures outcomes against own standards, over and above those set by others.
Level 2
<ul style="list-style-type: none">• Takes actions that lead to quantifiable and measurable service improvements• Encourages others to find ways of delivering services that will better serve the needs of customers while meeting local targets.
Level 3
<ul style="list-style-type: none">• Sets self and others stretching goals, over and above those required to meet national standards and targets, where these will help improve local services and are affordable• Takes the necessary actions to ensure that targets are met; identifies and applies measures to track and quantify achievement• Manages rather than avoids risks and helps others to overcome obstacles to outcomes• Drives through with pace to deliver outcomes based on cost-benefit analysis
Level 4
<ul style="list-style-type: none">• Shows determination to achieve goals over time; resists any pressure to be deflected and maintains focus• Challenges the status quo and existing performance levels and addresses-unsatisfactory performance outcomes• Takes calculated risks, based on the learning and experience of self and others, to attain longer term service improvements.

Cluster 3 – Delivering Services

L11 – Leading Change through People

Communicating the vision and rationale for change and new ways of working, and engaging and facilitating others to work collaboratively to achieve meaningful change

Features of this competency include:

- Gaining the support of others by ensuring that you understand and convey clear messages about the reasons for the change
- Showing leadership – with the team and others in the Council and in partner organisations
- Encouraging others, especially front-line staff, to explore new ways of delivering and developing services and take the lead in implementation of change.
- Demonstrating a highly visible and democratic leadership style, underpinned by the Council's values.
- Taking a collaborative or facilitative approach in working in partnership with diverse groups/organisations.
- Enabling teams, within the organisation and across partnership organisations to work effectively together
- Predicts issues and opportunities and works to unblock obstacles, identifying and securing resources, and looking after the interests of teams and the individuals

Level 1
<ul style="list-style-type: none"> • Sets up regular communication mechanisms with teams e.g. face to face or virtual team meetings, and makes sure that the team are kept informed of developments • Explains the rationale for key decisions being reached • Shows visibility as the leader of the teams
Level 2
<ul style="list-style-type: none"> • Secures support or development for the benefit of both individuals and the team • Facilitates the effectiveness of groups of staff by providing the right resources and information
Level 3
<ul style="list-style-type: none"> • Creates the conditions that enable the teams to perform at the highest level – providing the right people, in the right place at the right time. • Gets input from others to maximise the effectiveness of groups of staff • Acts to build team spirit to promote team effectiveness and morale
Level 4
<ul style="list-style-type: none"> • Communicates the vision and brings it alive – describing what the future needs to look like in relation to new ways of working, changing service delivery and modernising operating models

- Gives people a sense that change is achievable, valuable and that their contributions matter

Level 5

- Gets buy-in and commitment to the vision within the organisation and across the local context, involving diverse groups
- Predicts issues and opportunities arising in the longer term and pre-emptively takes action to mitigate or take advantage of them which may include re-aligning plans or re-deploying resources
- Inspires people to contribute to and lead change initiatives
- Creates momentum and excitement about what needs to be done

Level 6

- Aligns efforts and shares leadership to achieve the vision of integrated service change
- Removes obstacles to cross organisational and cross boundary working.
- Encourages others to drive forward change initiatives. Enables teams to succeed in making change happen.
- Demonstrates strategic focus to ensure resources are identified and positioned to be successful, future-proofing as required.

L12 – Holding Account

Displays resolve to hold others to account for agreed targets and to be held accountable for delivering a high level of service

Features of this competency include:

- Setting clear targets and standards for performance and behaviours, ensuring the processes are in place to support individuals in achieving these standards
- Insisting upon improved performance if standards are slipping
- Creating a climate of support and accountability, rather than a climate of blame.
- Holding people to account for what they have agreed to deliver and to the agreed timescales
- Being prepared to be held to account by others for what they have contracted you to do as a leader

Level 1

- Provides others with clarity of purpose and direction, developing and agreeing individual and team performance contracts
- Ensures clear standards are developed

Level 2

- Acts as role model and sets the parameters for how others are expected to act
- Ensure that the processes and mechanisms are in place to support individuals in achieving standards and to learn from their mistakes or failures
- Prepares to be held openly accountable for own agreed goals

Level 3

- Holds others directly accountable for delivering what has been agreed, both within and outside of the organisation, and to agreed timeframes.
- Intervenes swiftly, constructively and consistently when performance is slipping, using the appropriate processes
- Challenges and confronts conflict, especially where this is impacting on service delivery and standards, and facilitates mediation and brokering meetings to rebuild working relationships
- Creates a culture of accountability and delivery and takes responsibility for managing employee relations matters

L13 – Empowering Others

Striving to facilitate others' contributions and to share leadership, nurturing capability and long-term development of others. Features of this competency include:

- Having the humility to create the space for others to take the lead on particular issues and to grow in confidence and capability
- Identifying potential and supporting the development of people across the organisation
- Taking personal responsibility for ensuring that diversity is respected and that there is genuine equality of opportunity
- Fostering and development of others across the council, partners and community so that improvement and service development can be created and owned by the communities themselves
- Engaging and involving clients and the community in service improvement
- Developing relationships with customers which are equal, open and honest, and modelling the power-sharing which is required if solutions are truly to be community focussed.

Level 1

- Gives explicit encouragement and makes self available for support, especially when others have experienced difficulties or a setback; listens empathetically, coaches for solutions
- Uses mistakes to create an opportunity for learning
- Seeks dialogue with stakeholders, clients and the community as a means of sharing learning

Level 2

- Allows others to take the lead and the credit to grow capability and confidence
- Systematically coaches, mentors and develops others and allows freedom to put learning into practice with accountability
- Takes action to address talent gaps and ensure the organisation has the skills and behaviours needed now and for the future
- Promotes the role of stakeholders, clients, community in shaping services and influencing decisions about services thus gaining ownership of decisions, actions and outcomes.

Level 3

- Provides space for others to be creative and to take risks so that they can develop their own capabilities and approaches in a supportive environment
- Establishes systems to ensure that future organisational development needs / culture are assessed and met on an on-going basis
- Acts as a role model when things go wrong and provides opportunities for organisational learning
- Shares power within the organisation, across networks and develops constructive relationships with community, partners and stakeholders

L14 – Effective and Strategic Influencing

Being able and prepared to adopt a number of ways to gain support and influence diverse parties, with the aim of securing improvements. Feature of this competency include:

- Getting results by working in partnership, within the Council and with a wide range of other agencies and customers over whom they have no formal authority
- Influencing relationships which are critical to achieving change in terms of service improvement
- Coping with ambiguity, as organisations continue to change role and shape, and change gathers pace, in difficult financial times
- Employing a range of influencing strategies – ones that will work for the long term and bring about change in services

Level 1
<ul style="list-style-type: none">• Points out the costs and benefits associated with a particular course of action• Tries to persuade or influence an alternative course of action using one or two well-reasoned arguments• Relies on facts and figures to convince others of a certain course of action
Level 2
<ul style="list-style-type: none">• Plans an approach, or steps in an “argument” that will be successful with a particular audience or interest group• Takes a dramatic, or unexpected action to persuade others round to a particular point of view• Takes a broad view of issues considering multiple perspectives or scenarios and identifies key drivers to extrapolate possible future scenarios
Level 3
<ul style="list-style-type: none">• Uses subtle influencing tactics, such as lobbying before a meeting with a particular audience or interest group• Understands the need to use informal persuasion and provision of information, to influence others over whom they have no formal authority• Takes the time to build critical mass or support for a position, with the end aim of getting results by working in partnership
Level 4
<ul style="list-style-type: none">• Uses complex and multi-layered influencing strategies that will work for the long term and bring about change in modernising services, anticipating future issues to positively challenge current thinking• Draws insights from complex data and evidence to fundamentally re-define the way in which services are delivered• Builds and uses extended networks of influence, understanding that organisations are changing role and shape and are facing unprecedented community and national issues• Strives to ensure that local people, staff and other agencies are involved and engaging in shaping future strategies

L15 – Working Effectively with Others

Demonstrating commitment to working and engaging constructively with internal and external stakeholders

Features of this competency include:

- Ensuring that the strategy and model for improvement, and the planning, development, implementation and provision of services, are cohesive and “joined up”.
- Understanding and being sensitive to diverse viewpoints
- Striving to create the conditions for successful and mutually beneficial partnership working

Level 1
<ul style="list-style-type: none">• Expresses positive expectations of internal and external stakeholders• Acknowledges and responds others’ diverse perspectives.
Level 2
<ul style="list-style-type: none">• Shares information with partners when appropriate and in accordance with legislation• Takes time to get to know others and their perspective formally and informally to take into account of differing viewpoints, to establish common ground and interests• Surfaces conflict and constructively supports resolution of this conflict in a timely way
Level 3
<ul style="list-style-type: none">• Manages relationships and partnerships with stakeholders for the long term, sharing information, building trust, constructively and openly tackling conflict and finding win/win solutions• Keeps informed on the current priorities of partners, and responds appropriately to changes in their status or circumstances• Ensures that the strategy for service improvement is developed in a cohesive and “joined up” manner by creating a collective commitment to goals across different partners.