



## **Breckland and South Holland Shared Management Competency Framework**

These competencies have been developed to set the framework for the culture and style of managerial leadership across both organisations in the future. It's about "the way we do things".

**Commercial and entrepreneurship** is about understanding the value of the taxpayer's pound, increasing productivity by managing resources and creating opportunities to do things in a different way. It is about using risk management to innovate. It is about pace, acting decisively and implementing quickly.

**Ownership & tenacity** is about empowerment, taking responsibility, accountability and being able to see through and resolve issues. It is about maintaining momentum and pace while being flexible and nimble. It is about being passionate, ambitious, committed and self motivated, always trying to exceed expectations. It is about creating and supporting teams as well as playing an active role within them.

**Innovation and ambition** represents an intimate knowledge and understanding of customers' current and future needs, other authorities, and market and technology trends. It's about networking and incorporating new ideas and concepts from outside the organisations whilst balancing risk and ambition. It is about setting stretching goals and pushing the limits to succeed.

**Managing for outcomes** is about getting things done, prioritising activity, cutting through bureaucracy, removing obstacles and making things simpler. It is about putting the needs of the council and citizens before one's own personal, team or service's interests. It is about focusing on outcomes.

**Relationship management** is about creating relationships with people and organisations to deliver the right outcomes. It is about challenging constructively, looking at different ways of approaching things to create win win situations. It is about working collectively, not in silos and thinking more laterally.

**Working with and understanding people** is about managing change, developing people; and listening across two organisations to understand needs and priorities. It is about influencing and motivating people, changing their mindset and helping them achieve their goals and aspirations as well as those of the organisations.

**Commercial and entrepreneurship** is about understanding the value of the taxpayer's pound, increasing productivity by managing resources and creating opportunities to do things in a different way. It is about using risk management to innovate. It is about pace, acting decisively and implementing quickly.

**Effective behaviours:**

- Thinking of new ways to deliver with fewer resources.
- Being decisive and making things happen.
- Taking a challenging approach to negotiation.
- Having an interest in the marketplace and looking to identify and grasp opportunities.
- Knowing when it's appropriate to take risks.
- Understanding how to generate income.
- Being innovative to overcome blockages.
- Being aware of when to intervene and act quickly.
- Being honest, bold and brave.

**Ineffective behaviours:**

- Avoids making decisions.
- Thinks only of the risks and not the potential opportunities.
- Avoids intervening in difficult issues.
- Looks only to control cost not generate income.
- Is defensive when required to reduce costs.
- Takes an overly cautious approach.
- Lack of cost awareness.
- Sticks to outdated methods.

**Ownership & tenacity** is about empowerment, taking responsibility, accountability and being able to see through and resolve issues. It is about maintaining momentum and pace while being flexible and nimble. It is about being passionate, ambitious, committed and self motivated, always trying to exceed expectations. It is about creating and supporting teams as well as playing an active role within them.

**Effective behaviours:**

- Maintains accountability whilst devolving responsibility.
- Actively seeks ways to contribute to wider organisation activities and the success of the community.
- Thinks ahead to spot problems or opportunities outside their own service areas.
- Seeks to be visible and accessible to staff.
- Robust, resilient and determined accepting responsibility for own decisions
- Says what people may not want to hear.
- Takes difficult decisions and measured risks.
- Implements corporate decisions with energy and commitment.
- Manages emotions in self and team to achieve work goals.

**Ineffective behaviours:**

- Displays little interest or regard for the whole organisation.
- Manages the detail, does not allow others to lead.
- Continually fire fighting.
- Is inaccessible.
- Avoids difficult decisions and always seeks to please.
- Makes ill thought out decisions which are then changed.
- Undermines corporate decisions.
- Accepting the status quo.

**Innovation and ambition** represents an intimate knowledge and understanding of customers' current and future needs, other authorities, and market and technology trends. It's about networking and incorporating new ideas and concepts from outside the organisations whilst balancing risk and ambition. It is about setting stretching goals and pushing the limits to succeed.

**Effective behaviours:**

- Consistently develops imaginative and innovative solutions to problems and ways of working
- Assimilates and makes sense of complex or conflicting data and different perspectives.
- Staying up to date to understand trends and innovation.
- Keeps abreast of community developments which may impact directly or indirectly on the Council.
- Gives advice based on evidence and analysis.
- Looks at issues from a different perspective.
- Acts decisively using effective judgment.
- Seeks to generate and build on quick wins.
- Develop a culture to challenge and accept change.

**Ineffective behaviours:**

- Lacks ideas and creativity.
- Fails to take account of changing needs and requirements of the community.
- Discourages new initiatives and ideas.
- Resists change.
- Fails to understand and consider the implications of decisions.
- Does not learn from mistakes, but uses them to stifle further ideas
- Generates ideas but never turns them into action.
- Presents negative viewpoints on change.

**Managing for outcomes** is about getting things done, prioritising activity, cutting through bureaucracy, removing obstacles and making things simpler. It is about putting the needs of the council and citizens before one's own personal, team or service's interests. It is about focusing on outcomes.

**Effective behaviours:**

- Seeks to organise work not just to deliver but to exceed expectations in terms of time, budget and performance.
- Rigorous in monitoring and reviewing progress and performance.
- Shifts resources as priorities change and is not deflected by obstacles or problems.
- Makes best use of diverse talents, technology and resources to deliver results.
- Anticipates problems and opportunities and reflects in decision making.
- Resolves conflicting demands in order to take the most effective decision.
- Appreciates the role of financial information in strategic decision making.
- Challenges own ways of working, open to new and different ideas.
- Consistent to the purpose but flexible to change.

**Ineffective behaviours:**

- Commits to delivery regardless of impact on team or self.
- Focuses on the process rather than the outcome.
- Fails to manage performance effectively.
- Does not resolve conflict.
- Is not prepared to be flexible.
- Is defensive when challenged.
- Ignores or refutes constructive challenge.
- Exhibits knee jerk responses to testing situations.

**Relationship management** is about creating relationships with people and organisations to deliver the right outcomes. It is about challenging constructively, looking at different ways of approaching things to create win win situations. It is about working collectively, not in silos and thinking more laterally.

**Effective behaviours:**

- Aware of own strengths, weaknesses and motivations.
- Understanding the costs and benefits of partnership working, including taking a long term view.
- Actively seeks out joint procurement options to achieve better value for money.
- Seeks out relationships with people across and outside the organization.
- Readily shares ideas and information with others.
- Works with partners to achieve the best practical outcomes.
- Gives and actively seeks feedback and challenge from peers, managers, partners and staff.
- Having trust, respect and integrity with others.
- Creating an environment that can learn, develop and improve.

**Ineffective behaviours:**

- Lacks self awareness.
- Looks at detail and fails to keep focused on longer term goals.
- Can't see things from other people's perspective.
- Does not listen.
- Fails to ensure an outcome focus to relationships.
- Is not prepared to share responsibility.
- Aggressive not assertive.
- Blames others and avoids giving difficult messages

**Working with and understanding people** is about managing change, developing people; and listening across two organisations to understand needs and priorities. It is about influencing and motivating people, changing their mindset and helping them achieve their goals and aspirations as well as those of the organisations.

**Effective behaviours:**

- Sensitive to wider political and organisational priorities, understanding different language and cultures.
- Communicates a compelling view of the future clearly and persuasively
- Gets to know individuals and their aspirations identifying and bringing on talent.
- Adapts leadership style to different people, cultures and situations.
- Listens and takes account of diverse views.
- Gives and expects frequent constructive feedback.
- Knows when to step in and when not to.
- Uses emotions as sources of information to help make sense of the working environment.
- Creates a sense of fairness.

**Ineffective behaviours:**

- Has a fixed management style.
- Works only with competent people.
- Works in isolation only from own perspective or assumptions.
- Looks to others to provide direction.
- Avoids dealing with difficult problems.
- Assumes people know what is required of them without being told.
- Does not delegate interesting or challenging work.
- Says one thing and does.