Leadership Competencies Framework

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Introduction

This document sets out the Council’s Leadership Competencies Framework (The Framework). It contains detailed descriptions of each group of competencies (clusters). The Framework has been created through detailed research, tailored to the specific needs and environment of Enfield Council and is applicable to leadership roles at any level (PO1 and above). The competencies have been regularly reviewed and have been updated for 2014.

What is the Leadership Competency Framework and what is its purpose?

The Framework has been developed to reflect the desired Council culture and to provide a common language and approach that is relevant to all.

The model itself allows for flexibility and creativity in its application and enables a focus on self-awareness. It also captures the current context, an organisation that is undergoing major cultural change.

Leaders in the Council are grappling with a huge change agenda. They are also tasked with working efficiently, raising standards and redesigning services to improve the quality of the customer experience. Within the service, roles are being redesigned and new ways of working are developing. Reflecting on this complexity, the model provides staff with a means of analysing their leadership roles and responsibilities.
Explaining the Leadership Competencies Framework

There are twelve competencies within The Framework. They are arranged in five clusters – **Influence, Adaptability, Solving Problems, Delivering Results and Technical and Professional Expertise** which are colour coded. It is recognised leaders will not have to have technical ability/specialism in all areas that they lead.

The picture shows how the competencies are grouped and how the clusters work together. Each cluster of competencies is explained in more detail in The Framework.
Recognising effective leadership as the catalyst for change in LBE, the Leadership Competency Framework sets the standard for outstanding leadership. It is intended for use as an ongoing assessment and development tool to help staff lead more effectively in order to improve services. Importantly, it underpins the drive to make LBE more community and customer focused, and to continue to achieve excellent standards.

The Leadership Competency Framework is applicable to all leadership and management roles within the council. A wheel symbol is used for the framework to denote movement and the continuous links between each cluster of competencies within the wheel.

**Competencies and Clusters**
This framework has been tailored to the needs of the organisation. It contains five clusters (groups of competencies) and 12 specific competencies, the customer being at the centre of everything we do.

Each Cluster has a headline description and a group of competencies. Each competency has a description, levels of proficiency expected and red flags (behaviour to address).

**Red Flags**
These are the behaviours we don’t want to see/encourage. They are negative behaviour descriptors. Including them ensures a realistic and honest approach as confronting negative behaviour offers a more complete spectrum of behaviours.

**Technical Skills**
The job specific technical skills are not listed and should be identified by the service, but are nonetheless as important and very relevant in some roles.

Many of the competencies in this framework are behaviourally based and they are the skills that make technical knowledge useful. They are also the most transferable skills and are needed for many different roles and are essential for the more generic leadership needed for the role in the Council.
Leadership Competencies Framework

Influence
- Provide Leadership/Customer Focus
  - make decisions
  - direct people
  - empower individuals
- Build Relationships
  - interact with people
  - establish rapport
  - impress people
- Communicate and Influence
  - persuade and influence
  - articulate information
  - challenge ideas

Adaptability
- Resilience
  - self confidence and control
  - composure
  - resolve conflict
  - integrity/value difference
- Lead Change
  - think positively
  - embrace change
  - invite feedback/self change
- Give Support
  - understand people
  - team work
  - value individuals

Solving Problems
- Intellectual Adaptability/Commercially Focused
  - generate ideas
  - explore possibilities
  - develop strategies
  - able to learn new things
  - identify way to improve
- Investigating Issues
  - examine information
  - interpret data
  - provide insights
  - develop expertise
- Creating Innovation
  - generate ideas
  - develop strategies
  - explain possibilities

Deliver Results
- Driving Success
  - drive results
  - take action
  - seize opportunities
  - pursue goals
  - uphold standards
- Plan and manage resources
  - organise/plan
  - consider resources whilst planning
  - programme/project management
  - attention to budget detail
- Political Awareness
  - understands political mechanisms
  - understands political challenges
  - work effectively with members

Technical Expertise – competencies relevant to your technical/professional role.
Clarity of Purpose

The Framework is a very flexible model. It can be used in a variety of ways to enhance leadership skills and behaviours across the Council and to foster a shared understanding of what leadership means.

There are a variety of uses that The Framework supports:

- As part of and to enhance the Performance Assessment Review system
- As a recruitment tool
- As part of a leadership development programme
- To enhance individual leadership skills
- As part of team development
- To raise awareness that effective leadership is needed across the whole organisation

Development activity in the corporate Learning and Development Directory will highlight the development activity relevant to the Clusters and Competencies.
How to use the Framework

The framework has been developed as a flexible tool to support a variety of uses.

It is intended that The Framework of competencies will be used in conjunction with the Council’s Performance Assessment Review process (PAR) to support the identification of individual and team development needs.

The Learning and Development identified as a result of either self assessment, 360 degree assessment, PAR or in conjunction with the use of a psychometric assessment tool if used, should support the creation of an individual development plan. Further information on the psychometric tool can be obtained from the Recruitment, or Learning Development Teams in Human Resources.

As the Framework is a detailed competency set it may help to focus on just 1-3 competency areas at any one time. With that in mind, managers may find it useful to firstly highlight the competency areas most needed for the job, and then to self assess whether, Highly Effective (H), Effective (E) or development is needed (D) against each description under that competency. These can then be discussed in your Performance Assessment Review or at any time with your line manager, and will support the creation of a training and development plan. It may also help to gain feedback from peers and other colleagues and partners. If any Red Flags are displayed these should also form the basis of a future training plan.

The Framework should also be used to support recruitment. By identifying the key competencies for the position, the recruiting manager can structure recruitment to highlight these competencies.
Influence
Successful leaders in local government can anticipate and interpret national and local policy. They have a vision and want to shape the future. With high levels of political and organisational awareness, coupled with intellectual adaptability and business acumen, they are commercially focused, understand the big picture and use knowledge to make good decisions on behalf of the organisation and the borough residents. They can build relationships with internal and external partners to achieve success, and always lead and make changes focusing on what is best for the customer.

Provide Leadership/Customer Focus
You make decisions and take responsibility for the future direction of the Council as part of a collective vision for the organisation. You have an eye on the future and use your networks to scan the environment to gather information. You direct and empower people to ensure your decisions and those of the Council achieve results.

- You are confident to present a vision for the future, actively contributing to the formulation of the Council vision, priorities and values
- You use formal and informal networks to systematically keep informed of the broad strategic direction, and uses expert knowledge to shape strategy
- You are able to advise and make links with partner and stakeholder goals, ensuring vision and strategies for the future are built on, co-creation with stakeholders
- You can anticipate and interpret policy direction
- You are confident to take the lead and to take responsibility for decisions whilst identifying and managing risks
- You are able to motivate and empower people to achieve outstanding results
- You foster a team culture where people are confident to challenge each other and perform at their best
- You support staff with training and development and recognises success
- You seek to improve the service for the customer wherever possible consulting and engaging in the creation of a digital response to the customer needs
- You pro-actively work to build a customer focussed culture in the organisation
- You are honest and straightforward with customers and treat everyone, including colleagues, with fairness, empathy, patience, professionalism and respect

RED FLAGS
- Lacks open minded approach when considering the future
- Is inwardly and narrowly focused
- Gets bogged down in detail and fails to see the big picture
- Leaves strategic decision making to others
- Is impractical with ‘pie in the sky’ ideas
- Fails to take decisions, identify risks or take responsibility
- Unable to see the impact of decisions made on others
- Fails to motivate staff to achieve results
- Defensive when there is a problem with the service
- Lacks a real appreciation of who the customer is and what their needs are
- Uses stereotypes that exclude customers
- Is complacent about customer service performance
Building Relationships
You take responsibility and show real commitment to work with and engage with internal and external partners and stakeholders. You focus on common interests and goals to achieve success. You build rapport and strong working relationships to provide excellent services

- Ensures interactions with others, maintaining focus on outcomes for the customer
- You strive to create a range of senior contacts and representatives within partner organizations and build and maintain relationships
- You create a hub to bring all interested parties together and build conditions for longer term successful working together
- You challenge any work that is happening in ‘silos’
- You reward and encourage staff to work collaboratively and proactively assist departments outside of your own to achieve targets
- You interact well with others establishing rapport and building long term relationships that provide excellent services
- You are trusted, collaborative, consultative and co-operative and share knowledge with colleagues and external organisations where appropriate, working in partnership
- You build networks and linkages across and beyond the Council
- You communicate and work with a range of different audiences using active listening skills and you are open and honest
- You ensure engagement with the customer to support co-creation strategies

RED FLAGS
- Fails to share information or ideas
- Fails to build rapport
- Presents a ‘silo’ attitude or approach
- Is overly critical when dealing with partners
- Fails to take others viewpoints into account
- Receives poor feedback on interactions with others
**Communicate and Influence**

High levels of complex communication and influence are key to success in local government. It is about using a range of communication styles and influencing strategies depending on the audience. It is essential for successful leaders to convey information and arguments clearly, logically and in an engaging way, at all times showing concern, respect and fairness.

- You communicate clearly, logically and concisely both orally and in writing to a range of different audiences, and so effectively inform and persuade others
- You use communication methods appropriately (emails, letters, face to face, telephone)
- You show sensitivity and diplomacy when handling confidential information
- You take initiative and action when appropriate to persuade others
- You are able to sell difficult or unpopular ideas or positions and you work constantly to improve communication process in the Council and externally
- You are an ambassador for the Council both internally and externally, promoting the work of the Council positively, including working with the Media/PR
- You challenge ideas appropriately and voice disagreements confidently and articulately
- You can present ideas in a stimulating and engaging way and will explain, listen and discuss, being open and honest

**RED FLAGS**

- Gets involved in gossip and not fact
- Sees only one side of an argument
- Fails to influence or persuade
- Sends out conflicting messages
- Over uses technical jargon
- Fails to communicate effectively and does not take into account Corporate situations/political decisions when communicating
- Does not handle the press well
- Lacks an understanding of informal networks and influencing tactics
- Fails to listen and discuss and to be open and honest
Adaptability
The amount of change, complexity and accountability within local government means that all managers need to use their personal qualities and resources to cope effectively, and be resilient with the demands of their role.

Resilience
You have a high level of self-awareness and are aware of your emotions impulses and personal resources, keeping disruptive emotions in check and showing composure when needed. You have self-belief and confidence in your capabilities to deliver results, and have a can do approach. You are resilient and enthusiastic in difficult situations. With a strong commitment to honesty, inclusiveness and fairness you engender the trust and respect of others. You value difference and show respect and sensitivity towards others, acting as a role model.

- You can demonstrate resilience and stamina over the long haul and sustain high levels of performance, energy and motivation
- You have self control of your emotions and reactions, showing composure and are aware of the possible impact of your emotions on self and others
- You act as a role model for healthy work/life balance
- You are able to manage own and helps to support others stress levels
- You show confidence in own abilities, is a self starter with a can do approach
- Avoids being defensive when critisized
- You are confident to take a strong position even under pressure and resistance on issues you believe will be best for the Council
- You support colleagues publicly, do not brief against them and are able and willing to challenge privately
- You demonstrates respect for others and are open and honest
- You embody and promote the values of the organisation
- You encourage others to be open and honest and shows respect for others

RED FLAGS
- Avoids difficult situations, may lose control be aggressive, sulk
- Suffers from negative symptoms of stress showing signs of burn out but not recognising it
- Lets scale and pace of change overwhelm them and take away confidence and decision making ability
- Is over confident or arrogant or over critical
- Shows a defensive attitude when criticised
- Behaves with a lack of respect for others, makes assumptions about others, stereo types.
- Hesitates or gives in when challenged
Inspiring and leading change
Outstanding leaders demonstrate clear leadership inspiring others to embrace change in a positive and constructive ways. They succeed in encouraging their people and stakeholders to work effectively together and clearly articulate the reasons and need for change, encouraging people to work in innovative ways together to deliver and develop services. A visible, authoritative and democratic leadership style is crucial. Effective leaders must be able to empower others by communicating a vision and rationale for change and acting as an enabler and facilitator both within the Council and externally.

- You embrace change, act as a role model, thinking and demonstrating change as positive
- You communicate vision with passion, avoiding vagueness so everyone understands the change
- You communicate frequently with the team to ensure everyone is clear of expectations and goals and what is happening and why
- You consult with the team, encouraging involvement in the planning and implementing of change enabling people to feel at ease and able to raise concerns
- You foster a culture of team support which challenge each other to constantly improve and perform at their best
- You value constructive feedback in order to make personal change
- You work across boundaries to achieve change both internally and externally and enable others to push and drive change forward
- You have knowledge of change models and use these to facilitate change
- You can identify and realise others talents to support change
- You ensure all approaches and outcomes of change benefit the customer

RED FLAGS
- Is unclear about goals and direction of change
- Avoids change and makes excuses to maintain the status quo
- Speaks negatively about the changes taking place
- Fails to bring the team with them due to poor communication
- Fails to consult effectively
- Blocks discussion or does not encourage ideas generation
- Makes little effort to identify team strengths and talents
- Not interested in receiving constructive feedback or making personal change
Supporting People

Successful leaders encourage, motivate and support their team/department partners and stakeholders to work together. They understand what makes a good team and value individual contributions and skills. They empower others by communicating effectively and showing empathy.

- You communicate clearly with the team to ensure everyone is clear of expectations
- You consult the team and encourage involvement
- You foster a culture where the team support and challenge each other to constantly improve
- You act as a role model and support staff, with remote and mobile working
- You value people and their differences
- You are able to understand people and realise their talents
- You enable and motivate others to push and drive forward using the team and individual strengths to achieve outstanding results and work hard to support this during difficult times
- You encourage and influence others to make and implement decisions
- You are able to performance manage individuals effectively, supporting development where needed and feeding back on performance issues

RED FLAGS

- Fails to delegate
- Fails to bring team with them due to poor communication
- Blocks the discussion of ideas
- Avoids confronting difficulties
- Is negative or cynical
- Does not take the time to understand people or the team
- Fails to value individual contribution
- Fails to address issues of performance
Solving Problems
Leaders need to have the skills to solve problems. An ability to make rational decisions based on evaluation, analysis and facts is essential to being able to successfully manage changes for the future. Leaders need to be imaginative in their problem solving, they need to be creative and inventive and to come forward with practical solutions to problems.

Intellectual Adaptability/Commerically Focused
Intellectual flexibility is key to leading change and enables you to maintain effectiveness when confronted with uncertainty and ambiguity. You can assess and evaluate situations/data/information quickly and reach fair and pragmatic solutions, identifying commercial opportunity where available. The ability to move between big picture and links for your service and the Council means you can take different views into account. You are able to understand the finances/metrics and use your knowledge to make good decisions for the organisation.

- You can see the big picture and relate it to your service and the Council as a whole
- You generate new ideas to improve service delivery and generate income where possible
- You can effectively weigh up the cost, benefits and risks a well a chances of success
- You seesand seize opportunities for the Council
- You develop strategies to support new ideas
- You investigate shortcomings that will limit commercial success and the provision of excellent delivery
- You are able to adopt pragmatic solutions to solve problems
- You make sense of complex and unique problems/situations
- You develop straightforward ways to explain and understand problems so that others understand and can build mutually acceptable outcomes
- You make good decisions for the council, identifying the impact of change on all affected, including partners and the community
- You think conceptually finding effective solutions by taking abstract theoretical perspectives
- You learn quickly and are able to apply learning to new environments to make changes

RED FLAGS
- Sees opportunity but fails to act or is slow
- Misses or is too slow to take up on opportunities or refers them to others
- Lacks intellectual flexibility to tackle large complex problems
- Unable to understand the cost benefit analysis of decisions made
- Analyses problems superficially and misses key information or focuses on symptoms not causes
- Has a silo mentality when analyzing problems and ignores impact on other areas outside immediate department
Investigating Issues
You ensure that you evaluate and analyse information before making decisions. You are keen to develop and learn and are constantly looking to improve the way things are done. You can adopt practical approaches to solving the problems identified and communicate your findings logically and effectively.

- You are able to examine information and ask probing questions to find solutions
- You can present a logical argument verbally and in writing to back up your facts
- You are able to quantify issues, evaluate information objectively and interpret data
- You provide practical solutions to problems
- You take responsibility for self-development to ensure that you are up to date on knowledge and skills, to be able to work and solve problems effectively

RED FLAGS
- Makes decisions not based on careful evaluation and analysis
- Avoids or is unable to interpret data
- Provides solutions that are impractical and not thought through
- Fails to provide any solutions and focuses on the problem
- Fails to keep up to date with technical knowledge and skills and development needed
- Behaves unethically and does not maintain confidentiality
- Shows little or no respect or understanding of the corporate values

Creating Innovation
You are motivated by finding solutions to problems and making changes that improve the customer experience. You generate new ideas both individually and through teamwork to focus on improving outcomes for the organisation and customers. You ensure that strategies are designed to back up and create lasting changes.

- You can apply practical solutions, common sense and aim to continuously improve things, making intuitive judgements
- You seek to improve and learn and where your position requires technical knowledge and skills you keep your specialist knowledge up to date.
- You generate ideas to solve problems, or income generate and use these ideas to create discussion and thought with others, exploring possibilities
- You are able to develop strategies to support your creativity and ensure that ideas become reality and successful.

RED FLAGS
- Is unimaginative and shows little or no interest in improving services
- Does not take time to identify any income generation opportunities
- Has lots of ideas but fails to discuss them, or see them through
- Is impractical with solutions to problems
Deliver Results
Outstanding leaders are constantly striving to really understand the community, the Council served and to improve service delivery. Working collaboratively in partnership with internal and external stakeholders they strive for high standard and achieve goals and outcomes. They drive success and are good at making things happen, achieving results.

Driving Success
You continually strive for high standards of excellence for yourself for others and for the Council. You possess the drive and motivation to improve performance and take responsibility for achieving goals and outcomes. You take initiative and seize opportunities and take action ‘today’ to shape the future of services. You are prepared to take calculated risks, to be creative and question the way things are done. You act quickly and decisively to kick start change. You always ensure you uphold standards.

- You are driven to achieve outstanding results taking calculated risks to achieve excellence
- You can identify long-term performance expectations and build resource capability in advance
- You encourage others to make and implement decisions
- You are conscientious of meeting deadlines
- You work at a fast pace and take initiative to look to the future to see opportunities that make a significant impact on future services
- You quickly sift through information and ideas to identify opportunities
- You have excellent knowledge of performance management and able to set SMART objectives monitor and track progress
- You demonstrate on-going and sustained commitment to making significant improvements to service delivery and are not afraid to set ambitious targets
- You foster and promote an outcome focused approach across all activities
- You have a relentless drive for efficiently, high standards across the council and not just in own department
- You are seen as a role model internally and externally inspiring others
- You act as a role model and promote the values of the organisation
- You show sensitivity and diplomacy when handling confidential information
- You behave ethically, and act with integrity
- You ensure procedures are adhered to where necessary and standards are maintained

RED FLAGS
- Avoids or fails to identify and address performance issues
- Creates a blame culture
- Lacks energy and drive to provide excellent services
- Fails to learn from mistakes or to complete tasks and projects
- Lacks ability to identify and make changes needed to improve services
- Fails to identify or act on business opportunities
- Fails to take the initiative due to being stuck with operational detail or inability to change
- Fails to meet deadlines and to tackle poor performance
- Shows little respect for others
- Makes assumptions of others/stereotypes
Planning and Managing Resources

Essential to carrying out any leadership role effectively is planning and organizing in the short, medium and long term. Developing clear structured methods to manage your own and others time, resources including budgets and workloads, to deliver results. You ensure that timescales are met and that you follow rules where necessary. You manage tasks and the team to achieve the outcomes required and that accuracy is maintained.

- You plan and sets clear objectives for projects
- You allocate the right resources to a project, not under or over estimating needs
- You ensure plans align with Council aims
- You are aware of the impacts of plans on other areas across Council
- You have good project management skills
- Manages budgets effectively
- You plan resources to work effectively with remote working and desk sharing
- You are aware of budget allocation and status during the life of any project

RED FLAGS

- Plans and prioritizes inadequately
- To busy to plan and fails to put enough time into planning resources
- Does not manage budget and is not aware of budget status during life of project
- Deadlines often missed and not prioritized
- Outcomes are inaccurate and mistakes often made
- Standards are not maintained
- The outcomes and pace of work are slow for yourself and your team
- Poor project management skills
Political Awareness
An understanding of and sensitivity towards the politics with both a small and large ‘p’ within the local government context. An awareness of the underlying culture, politics and power relationships both within and outside of the Council. An ability to understand and interpret the differences between the Council, partners and stakeholders. An ability to demonstrate astuteness when handling organisational and political agendas, understanding the underlying political cultural climate as well as the motivations behind behaviour. Aware of the dynamics of different groups, you can harness all these to ensure improved services.

Proficiency and Excellence
• You identify key people within the Council and externally who can help achieve desired outcomes and build and use networks to communicate and gain information
• You understand the political mechanisms and engages effectively with members
• You understand the culture and climate and what will succeed and what will fail based on local knowledge and custom and practice
• You understand the views of colleagues, senior management and different political groups on key issues
• You are familiar with the diverse interest groups, power bases, networks and committees, both internally and externally and uses these effectively to achieve goals and improvements
• You ensure members and others are kept appropriately briefed, informed and involved at all stages of the decision making progress and before relevant meetings
• You recognise priorities and necessary action and focuses on them
• You have at thorough understanding of underlying social, political, historical factors and challenges facing local government and uses this to achieve results
• You gives impartial expert advice to others
• You appreciate and acts on difference between Cabinet members’ strategic and policy setting role and Executives day to day management and operational responsibilities
• You appreciate the experiences, perspectives and constraints on other Cabinet members
• You work with others, (opposition, scrutiny) within integrity and professionalism
• You recognise local government political context, drivers, imperatives and the needs of different audiences and is then able to engage with external audiences appropriately, as an ambassador for the borough
• You understand and manage boundaries between portfolios and seeks to add value to others’ portfolios

RED FLAGS
• Ignores or undermines corporate priorities.
• Agrees with the politicians all of the time.
• Denigrates politicians/ others.
• Finds it difficult to ‘tune in’ to what is really going on.
• Relies too heavily on formal networks and structures and misses subtle messages.
• Takes a narrow personal or technical viewpoint.