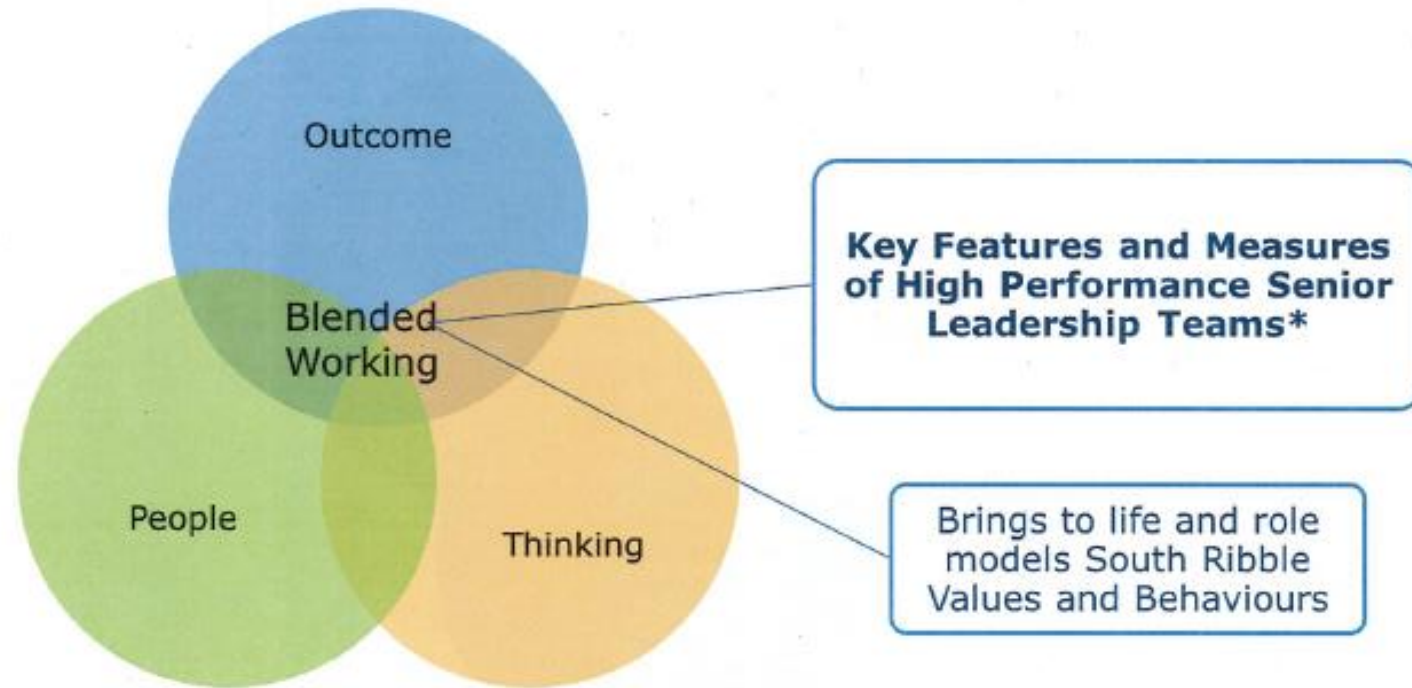


## The South Ribble Leadership Model & Competency Framework



## The South Ribble Leadership Model & Competency Framework



*\*Ref: Menrva Ltd; Features of High Performing Teams*

# The South Ribble Leadership Model & Competency Framework

**MENRVA**  
Strategic Solutions

Confidential

## Developing High Performance: Features of High Performing Teams

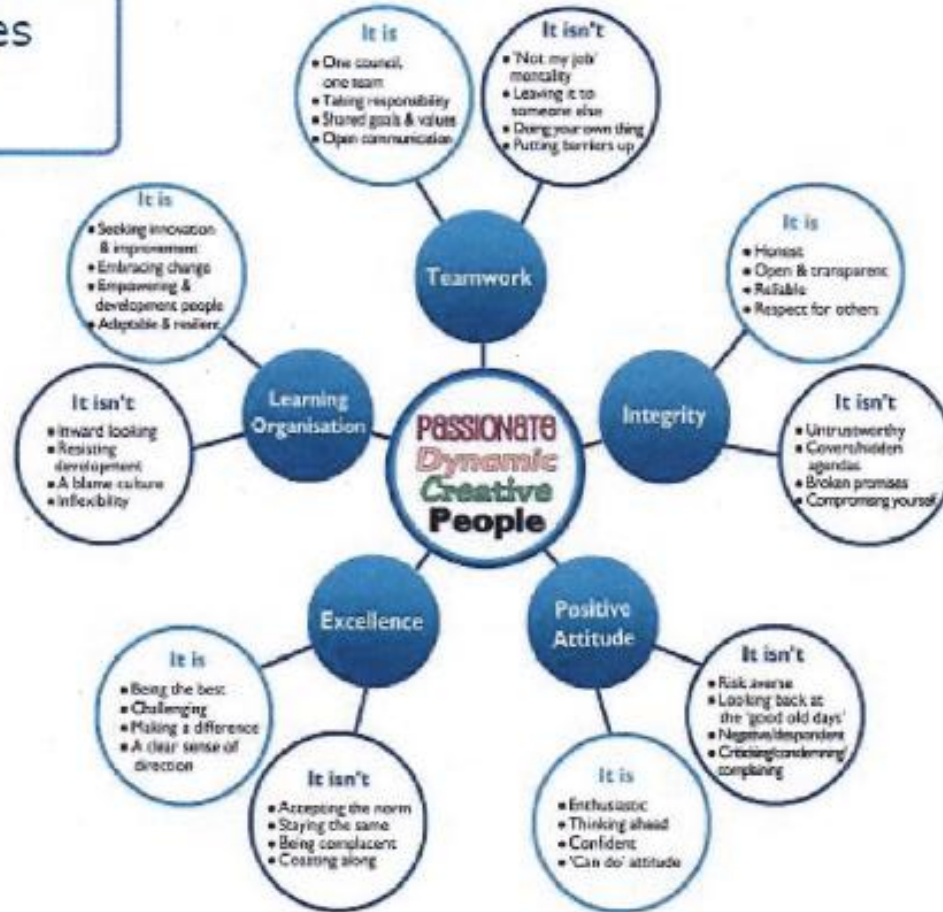
**Focus:** Developing High Performing Teams in Practice: Features of the Way of Working in the context of the key features of High Performance Teams, Strategic Change, Values and Behaviours.

### Key Features and Measures of High Performance Senior Leadership Teams

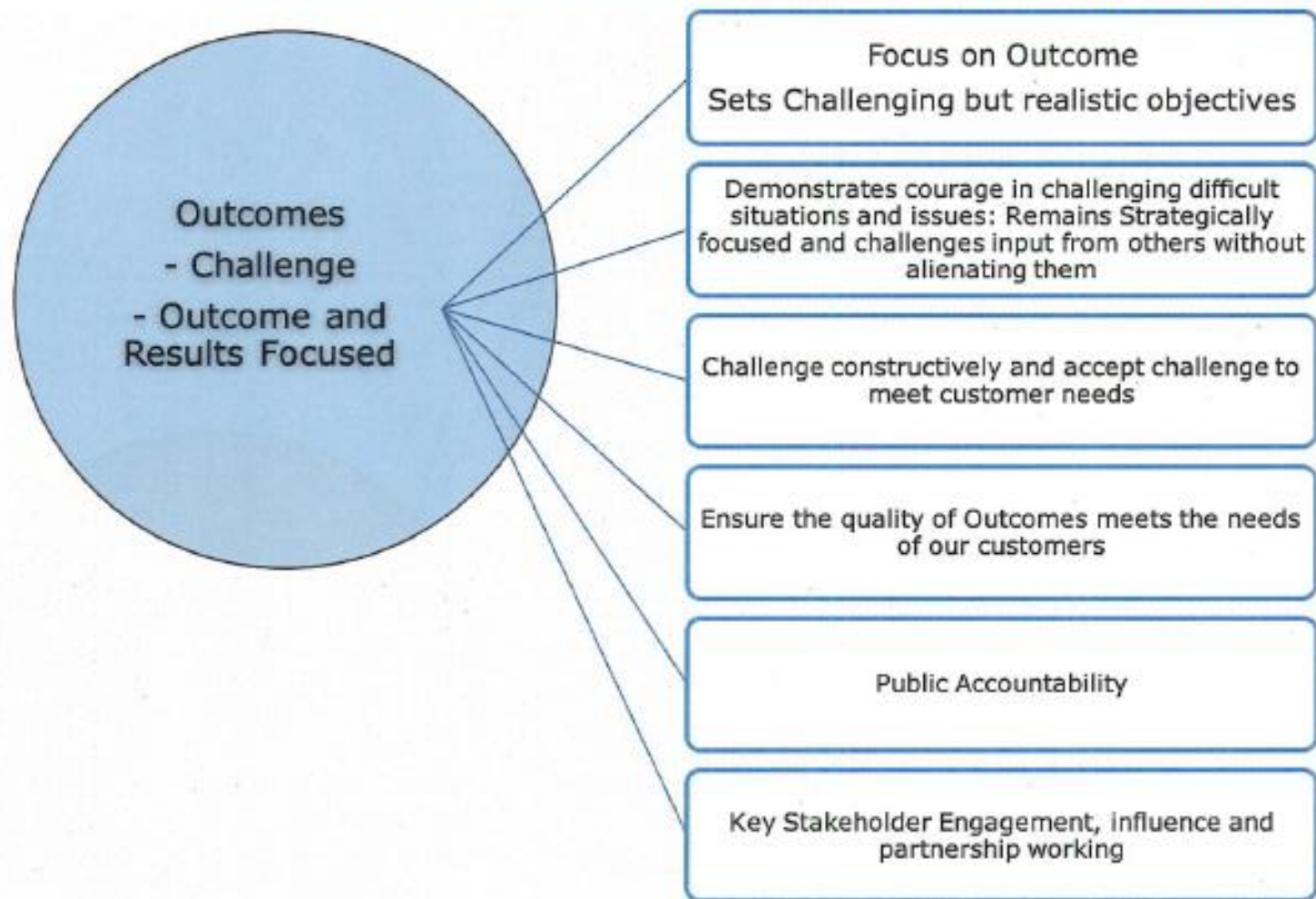
- We do what we say we are going to do
- We understand our business and regulatory environment
- We have agreed, clear measures of performance
- We acknowledge our achievements
- We look for opportunities to celebrate individual and team successes
- We are competitive in a healthy way
- We seek regular feedback from the people we work with and we act on it
- We trust each other and we earn trust by taking ownership and acting consistently
- We share our thoughts, concerns and needs constructively
- We focus on people, costs and processes and we have targets for these
- We devote time to our individual and collective development
- We are Community focused at all times
- We have a clear and understood individual and collective purpose – we check our performance regularly against this
- We motivate and support each other
- We celebrate our successes – visibly
- We have fun and we are enthusiastic – we want to be successful
- We ask for feedback from each other (Open and NOT anonymous)
- We give regular positive, spontaneous feedback to each other
- We know our own strengths and weaknesses
- We set ourselves challenging targets with scope to allow us to decide how we will go about achieving these
- We deal positively with things that do not go well

## South Ribble Values and Behaviours

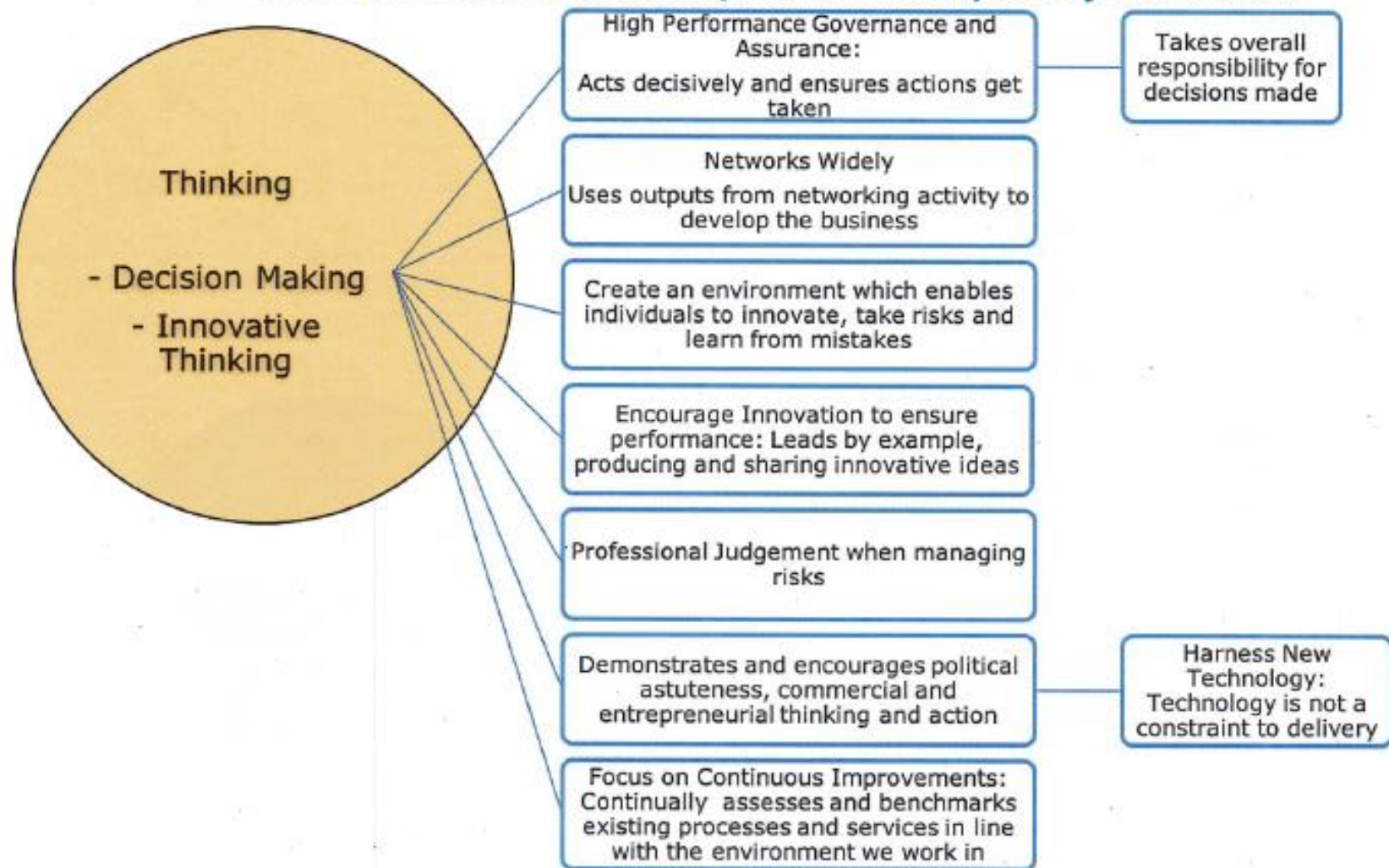
South Ribble Values and Behaviours



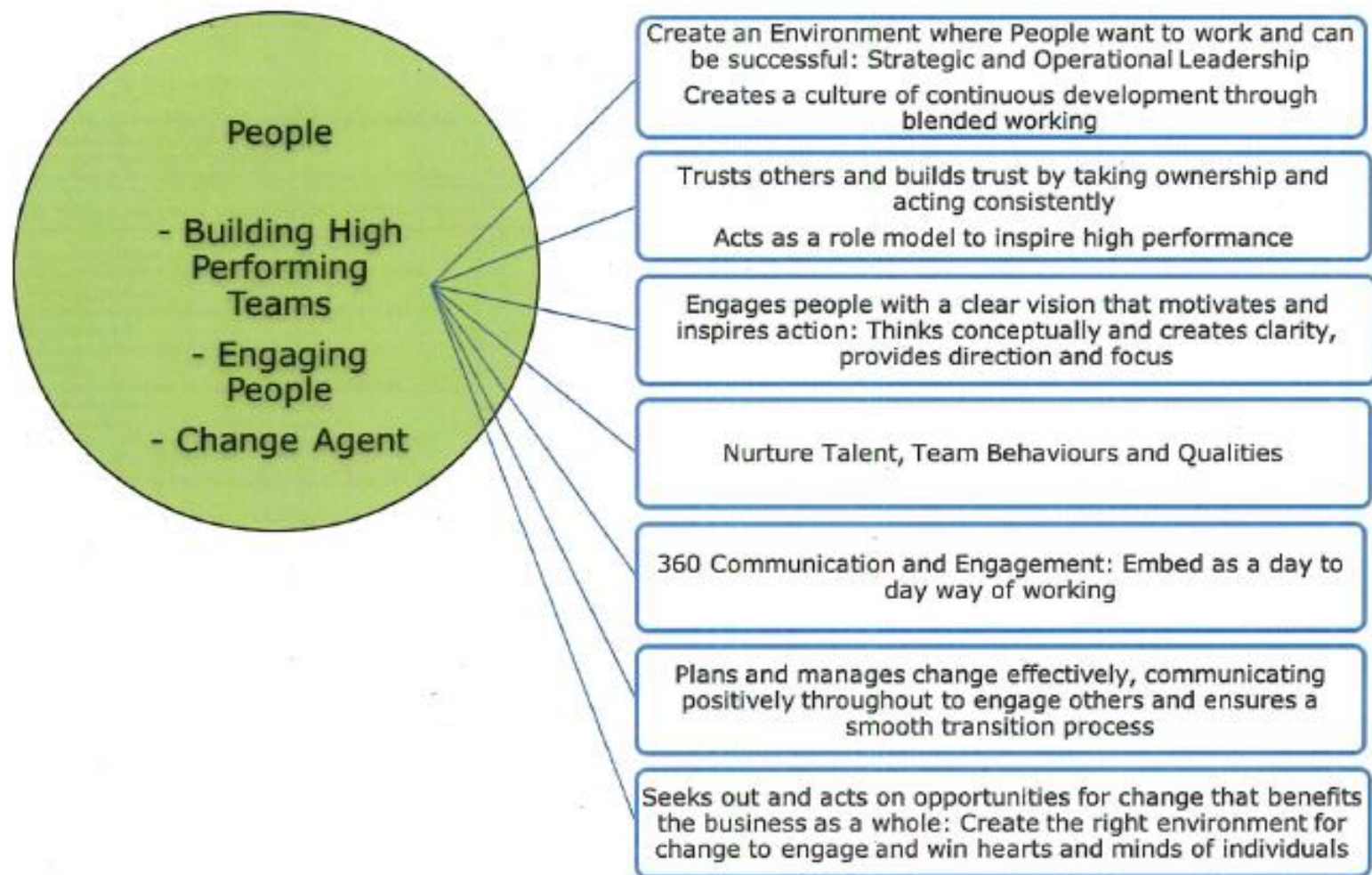
## The South Ribble Leadership Model & Competency Framework



## The South Ribble Leadership Model & Competency Framework



## The South Ribble Leadership Model & Competency Framework



# Competency: Building high performing teams

## Leadership Principles and Competencies

**MENRVA**  
Strategic Solutions

### Building High Performing Teams – Trust others and earn trust by taking ownership and acting consistently

Tier 4	Tier 3	Tiers 1 & 2
<ul style="list-style-type: none"> <li>• Ensure that other articulate their own strengths and development needs</li> <li>• Motivates and supports team to make own decisions</li> <li>• Works with the team to identify key motivators and drivers</li> <li>• Encourages the team to support and learn from each other</li> <li>• Instils a sense of fun and enthusiasm into the team to encourage success</li> <li>• Promotes an element of competition between team members to encourage effective performance</li> <li>• Addresses underperformance in an appropriate manner</li> <li>• Agrees appropriate measurements of team performance</li> <li>• Builds an environment of openness and trust within the team</li> <li>• Instils a strong customer and community focus within the team</li> </ul>	<ul style="list-style-type: none"> <li>• Encourages individuals to think of innovative ways of learning and take ownership for their own development to ultimately improve team performance</li> <li>• Gives individuals the time and space to develop</li> <li>• Facilitates the sharing of learning to enable them to grow as a team</li> <li>• Takes time to understand individual learning styles within the team and adapts coaching approach as necessary</li> <li>• Stretches individuals through additional responsibilities and empowerment</li> <li>• Encourages openness by sharing own learning and development needs with the team</li> <li>• Rewards good team performance to emphasise the importance of "people working together"</li> <li>• Ensures that teams have sufficient players in the right positions to achieve success</li> <li>• Remains objective while demonstrating understanding when dealing with people issues</li> <li>• Instils a strong customer focus within the department</li> </ul>	<ul style="list-style-type: none"> <li>• Acts as a role model to inspire high performance</li> <li>• Supports managers in building their teams</li> <li>• Creates a culture of continuous development</li> <li>• Drives effective team performance through visible energy and motivation</li> <li>• Motivates and supports others to achieve targets</li> <li>• Visibly acknowledges and celebrates team successes</li> <li>• Coaches and supports others to make effective decisions, empowering them to take ownership for these</li> <li>• Instil a strong customer focus within area of responsibility</li> </ul>
<p><b>Indicators of less effective behaviour</b></p>		
<ul style="list-style-type: none"> <li>• Operates a blame culture when things go wrong</li> <li>• Sees development as optional</li> <li>• Lacks energy and drive</li> <li>• Tells individuals what they need to do to develop</li> </ul>		

**MENRVA**  
Strategic Solutions



## Leadership Principles and Competencies

**Change Agent – Plans and manages change effectively, communicating positively throughout to engage others and ensure a smooth transition process**

Tier 4	Tier 3	Tiers 1 & 2
<ul style="list-style-type: none"> <li>Seeks out and acts on opportunities for change within own teams / department</li> <li>Sells the benefits of change to others</li> <li>Involves team in the changes to encourage buy-in</li> <li>Communicates change positively and enthusiastically</li> <li>Supports others during change, listening and displaying empathy towards individuals' situations</li> <li>Adopts a patient and realistic outlook – is aware of the human pain barrier that needs to be overcome in any change process</li> <li>Sees communication during change as a two way process</li> <li>Builds environment which encourages ideas and welcomes change</li> <li>Assesses customer needs to drive team change</li> </ul>	<ul style="list-style-type: none"> <li>Seeks out and acts on opportunities for change cross functionally</li> <li>Plans change effectively ensuring that contingencies are in place</li> <li>Identifies key individuals to get on board first who are likely to be effective in influencing others</li> <li>Encourages managers to consider who may require more support in adapting to change</li> <li>Identifies individual concerns and helps others to understand why change is necessary</li> <li>Communicates change early on in the process facilitating open discussion within the team</li> <li>Invites and visibly responds to feedback from others during change</li> <li>Drives the change process forward positively ensuring that momentum is maintained</li> <li>Adopts and supports change introduced by others</li> <li>Encourages others to prompt change</li> <li>Assesses customer needs to drive departmental change</li> </ul>	<ul style="list-style-type: none"> <li>Seeks out and acts on opportunities that will benefit the organisation as a whole</li> <li>Creates the right environment for change to win hearts and minds of individuals</li> <li>Plans strategic change effectively to improve the business and supports change introduced by peers</li> <li>Effectively plans for change, setting up structures to ensure a smooth transition</li> <li>Conveys a clear sense of the overall purpose and strategic impact of change to others</li> <li>Communicates and explains change ensuring this is understood as part of the strategy</li> <li>Is pragmatically honest and open with others in relation to change</li> <li>Assesses customer needs to inform organisational change</li> </ul>
<p><b>Indicators of less effective behaviour</b></p> <ul style="list-style-type: none"> <li>Is openly critical of changes in the business</li> <li>Fails to take interpersonal sensitivities into account during change</li> <li>Assumes others understand the reasons for the change</li> <li>Takes a "tell" rather than "sell" approach when managing change</li> <li>Thinks of "self" rather than "team" when planning and implementing change</li> </ul>		

## Competency: Engaging People

### Leadership Principles and Competencies

**MENRVA**  
Strategic Solutions

**Engaging People – Engage people with a clear vision that motivates and inspires action**

Tier 4	Tier 3	Tiers 1 & 2
<ul style="list-style-type: none"> <li>• Understands the SRBC purpose</li> <li>• Brings the purpose to life by communicating how it relates to the team</li> <li>• Pitches communication at an appropriate level and checks understanding</li> <li>• Breaks the overall objectives down into targets to make it meaningful for team members</li> <li>• Regularly reinforces the purpose to maintain focus</li> <li>• Demonstrates commitment to the SRBC purpose and values by acting in accordance with these</li> <li>• Communicates openly and honestly</li> </ul>	<ul style="list-style-type: none"> <li>• Creates a direction for own team in line with the SRBC vision</li> <li>• Relates specific team roles to the corporate message through individual objectives</li> <li>• Involves the team in defining the vision and planning how to work towards this</li> <li>• Instils own belief in the vision to the team</li> <li>• Inspires others by keeping them updated on progress towards the vision</li> <li>• Communicates frequently and in a timely manner</li> <li>• Encourages and listens to comments from others on progress towards the vision, acting on the feedback</li> <li>• Maintains visibility with own team and lives the values</li> </ul>	<ul style="list-style-type: none"> <li>• Creates and takes ownership of the SRBC purpose, vision, values and strategy</li> <li>• Has a clear view of the vision and purpose and articulates this passionately to others</li> <li>• Maintains a visibility across peer group</li> <li>• Acts as a role model in living the Council's values</li> <li>• Translates the vision into a workable framework for others</li> <li>• Closely monitors and refines the vision in response to feedback from others</li> <li>• Is not afraid to challenge the vision</li> <li>• Takes complex information about the SRBC strategy and paints pictures so that others understand this</li> <li>• Understand the direction of the business and demonstrates purpose of own role within the organisation</li> <li>• Adapts communication style to the audience to ensure understanding</li> </ul>
<p><b>Indicators of less effective behaviour</b></p>		
<ul style="list-style-type: none"> <li>• Misunderstands what SRBC is aiming to achieve</li> <li>• Assumes the understanding of others</li> <li>• Conveys the purpose inardcultately</li> <li>• Takes a one size fits all approach to communications</li> <li>• Views communications as a one way process from the top down</li> </ul>		

**MENRVA**  
Strategic Solutions

# Competency: Innovative Thinking

## Leadership Principles and Competencies

**MENRVA**  
Strategic Solutions

### Innovative Thinking – Encourages innovation to ensure performance

Tier 4	Tier 3	Tiers 1 & 2
<ul style="list-style-type: none"> <li>Views changes positively as a continuous business activity</li> <li>Responds flexibly to change – has a can-do approach to trying new things out</li> <li>Generates innovative suggestions to grow the business and improve operating practices</li> <li>Engages with others to increase knowledge and share best practice</li> <li>Encourages team members to voice ideas</li> <li>Ensures individuals are aware of the regulatory boundaries for new ideas to avoid disappointment if these are rejected</li> <li>Understands how the marketplace can impact SRBC</li> <li>Is aware of competitors in the marketplace</li> </ul>	<ul style="list-style-type: none"> <li>Embraces change, understanding its importance from a business perspective</li> <li>Highlights to others where innovation is needed to improve SRBC commercial position</li> <li>Proactively implements appropriate changes to improve the business in line with market demands and/or efficiency requirements</li> <li>Is not afraid to take risks and encourages others to do the same</li> <li>Empowers individuals to produce practical, business focused ideas and follow these through to completion, in line with regulations</li> <li>Demonstrates awareness of different management practices</li> <li>Undertakes competitor analysis to increase awareness of potential new products and services</li> </ul>	<ul style="list-style-type: none"> <li>Creates an environment which enables individuals to innovate, take risks and learn from mistakes</li> <li>Demonstrates and encourages commercial and entrepreneurial thinking</li> <li>Leads by example, producing and sharing innovative ideas with others</li> <li>Continually assesses and benchmarks existing processes and services in line with the marketplace</li> <li>Takes a wider political view, demonstrating awareness of the broader environment that SRBC operates within</li> <li>Networks widely to keep abreast of developments in the market place (e.g. attends forums, seminars, industry group meetings etc.)</li> <li>Has a strong external focus- co-ordinates as appropriate response to competitor activity</li> <li>Thinks conceptually, producing innovative ideas to grow the SRBC business and improve efficiencies</li> <li>Uses output from networking activity to help develop the business</li> </ul>
<p><b>Indicators of less effective behaviour</b></p>		
<ul style="list-style-type: none"> <li>Readily accepts the status quo without questioning how or why things are done</li> <li>Resists change</li> <li>Is internally focused – no awareness of the external market</li> <li>Introduces change without fully evaluating the business impact</li> <li>Dismisses or ignores ideas from others</li> </ul> <p style="text-align: right;"><b>MENRVA</b> Strategic Solutions</p>		

# Competency: Decision Making

## Leadership Principles and Competencies

**MENRVA**  
Strategic Solutions

### Decision Making – Act decisively and ensure actions get taken

Tier 4	Tier 3	Tiers 1 & 2
<ul style="list-style-type: none"> <li>Makes effective decisions quickly</li> <li>Accepts responsibility for decision made</li> <li>Has the confidence to make decisions independently if necessary</li> <li>Uses initiative to resolve situations</li> <li>Evaluates situations effectively to ensure the right decision is made</li> </ul>	<ul style="list-style-type: none"> <li>Makes effective decisions at a departmental level</li> <li>Gather sufficient information about a problem to make a timely decision</li> <li>Analyses situations in depth, considering the impact of decisions from a business and people manager perspective</li> <li>Identifies alternative solutions, weighing up the pros and cons of each option</li> <li>Anticipates potential risks associated with decisions</li> <li>Puts contingences in place to mitigate risk</li> <li>Is prepared to make difficult decisions if required</li> </ul>	<ul style="list-style-type: none"> <li>Influences the development of SRBC strategy</li> <li>Ensures that decisions are made in line with SRBC strategy</li> <li>Makes effective decisions at an organisational level, anticipating corporate and cross-functional impact</li> <li>Takes overall accountability for decisions made</li> <li>Considers wider commercial implications of decisions</li> <li>Focuses others on the end goal to ensure appropriate action is taken</li> <li>Manages complex information effectively, making appropriate links across data</li> <li>Makes accurate assessment of risk in order to make decisions with imperfect information</li> <li>Reviews the impact of decisions taken from a strategic perspective</li> </ul>
<p><b>Indicators of less effective behaviour</b></p> <ul style="list-style-type: none"> <li>Makes uninformed decisions, (i.e. based on incorrect or insufficient data)</li> <li>Jumps to premature conclusions</li> <li>Defers decision making to others</li> <li>Procrastinates over decisions despite sufficient data</li> <li>Makes decisions in isolation with no consideration of the wider business impact</li> </ul>		

**MENRVA**  
Strategic Solutions



# Competency: Challenge

## Leadership Principles and Competencies

### Challenge – Challenge constructively and accept challenge to meet customers' needs

Tier 4	Tier 3	Tiers 1 & 2
<ul style="list-style-type: none"> <li>Challenges in a logical, non-emotive manner</li> <li>Recognises the appropriate time and place to challenge</li> <li>Reviews and challenges existing structures, processes and activities to improve efficiency and effectiveness</li> <li>Constructs appropriate business case to support challenge</li> <li>Creates an open environment to encourage team members to challenge</li> <li>Provides appropriate alternatives when challenging others</li> </ul>	<ul style="list-style-type: none"> <li>Embraces challenge from others, accepting and acting on this where appropriate</li> <li>Displays tenacity and confidence if challenging upwards</li> <li>Uses reasoned arguments when challenging, selling the benefits of a proposed alternative solution</li> <li>Adopts a diplomatic approach when challenging others</li> <li>Influences others through constructive challenge</li> <li>Challenges self and others to ensure appropriate business decisions are made</li> <li>Encourages others to challenge existing structures, processes and activities to improve efficiency and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Seeks to validate business activities through constructive challenge</li> <li>Uses challenge positively to break down barriers and stimulate debate cross-functionally to agree the best way forward</li> <li>Creates a culture of challenge to progress the business</li> <li>Demonstrates courage in challenging difficult situations and issues</li> <li>Remains strategically focused on the business benefit of challenge</li> <li>Challenges input from others without alienating them</li> <li>Sets challenging but realistic objectives</li> </ul>
<p><b>Indicators of less effective behaviour</b></p>		
<ul style="list-style-type: none"> <li>Views challenge from others as a personal criticism</li> <li>Is defensive in response to challenge</li> <li>Is afraid to challenge upwards</li> <li>Criticises others without offering alternatives</li> <li>Poses challenges in an insensitive or destructive manner</li> </ul>		

## Competency: Delivery/Results Focused

### Leadership Principles and Competencies

**MENRVA**  
Strategic Solutions

#### Delivery / Results Focused – Achieves results through collaboration, teamwork and customer focus

Tier 4	Tier 3	Tiers 1 & 2
<ul style="list-style-type: none"> <li>• Sets SMART objectives with the team and ensures they take ownership</li> <li>• Monitors progress towards the objectives and takes appropriate action</li> <li>• Reprioritises where necessary to achieve results</li> <li>• Manages own and others time effectively to achieve results</li> <li>• Encourages team to work in a structured, organised manner to ensure targets are met</li> <li>• Manages performance effectively within own team</li> <li>• Plans and allocates resources to achieve success in a team</li> <li>• Shares results with the team</li> <li>• Adopts a "can-do" attitude and instils this in others</li> <li>• Consistently achieves commercial / sales results through meeting customer / community needs</li> <li>• Measures results and evaluates outcomes to enable individual and team development</li> <li>• Monitors costs and takes appropriate action to achieve efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Continuously reviews progress towards objectives and key milestones</li> <li>• Adapts project plans in the light of changing circumstances to ensure desired business outcomes are achieved</li> <li>• Manages human resources effectively across different teams for optimum business success</li> <li>• Empowers others to prioritise so that results are achieved</li> <li>• Remains future focused to ensure financial success long term</li> <li>• "Grasps nettles" – uses performance management effectively to drive the business forward</li> <li>• Facilitates group discussions on business performance</li> <li>• Acts on customer and community feedback as well as sales/commercial performance figures</li> <li>• Reviews and manages expenditure against budgets, taking action to control costs</li> <li>• Takes pride in own work demonstrating ownership, quality and consistency</li> </ul>	<ul style="list-style-type: none"> <li>• Aligns functions/departmental plans with overall business objectives</li> <li>• Takes ownership of and applies commercial practice to own business plans</li> <li>• Involves others in strategic planning to ensure buy in</li> <li>• Maintains a strategic financial overview of all teams within own business area</li> <li>• Judges performance on overall results rather than individual tasks</li> <li>• Ensures that all projects are commercially viable and results translate into clear business returns</li> <li>• Continually assesses resource requirements to maximise efficiencies and control costs</li> <li>• Champions and role models effective performance management throughout own business area</li> <li>• Ensures that strategic plans are effectively communicated so that everyone understands the way forward</li> <li>• Ensure that customer and community needs inform SRBC strategy</li> </ul>
<p><b>Indicators of less effective behaviour</b></p>		
<ul style="list-style-type: none"> <li>• Adopts an inflexible approach to work – is unable to reprioritise where necessary</li> <li>• Reacts to situations or waits to be given instructions by others</li> <li>• Fails to meet or exceed targets</li> <li>• Ducks important performance management issues</li> <li>• Makes plans in isolation of business objectives</li> <li>• Fails to prioritise key activities to maximise opportunities within own business area</li> </ul>		

**MENRVA**  
Strategic Solutions