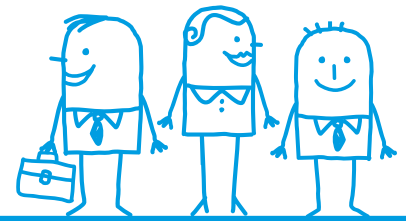


Management Leadership Competences (MLC)



Level 3

page 1 of 2

Managers at this level have a strategic overview of Directorate and Service Area objectives. They will be involved in longer term financial planning, strategy and investment (capital, infrastructure etc.). These posts are likely to be HoS.

Generic Competences that are the same for all levels of management

Communicating with Impact

- Communicate using natural presence and authentic charisma
- Utilise feedback on how your communication influences others
- Identify how and when to apply different methods of communication
- Build rapport and gain trust
- Apply the most effective approach to inspiring and motivating in different contexts
- Successfully influence and negotiate with a wide range of stakeholders, peers and staff

Facilitating Development

- Use goal orientated coaching with your staff that is focused on the achievement of measurable results
- Empower staff to solve WCC challenges through seizing responsibility and engaging their own innovation
- Enhance your own personal performance by seeking out constructive feedback, gaining insight and awareness of your own strengths and challenges
- Create a climate of continuous learning and self-development
- Utilise effective questioning and listening skills to enhance others' personal and professional development
- Act as an inspiring role model and mentor for others

Leading from Within

- Act with authenticity and courage
- Be aware of the impact that your behaviours have on yourself and others
- Ensure that your actions are congruent with who you are and what you stand for
- Reflect on your core identity and purpose as a leader
- Promote leadership development and self-awareness, creating an environment of openness and trust where opinions are expressed and heard
- Develop and execute strategies to gain personal resilience by re-energising yourself and others
- Take a stand in the face of adversity
- Take risks and let go of fears that hold you back
- Be willing to remain open and tuned in to feedback from both internal and external sources

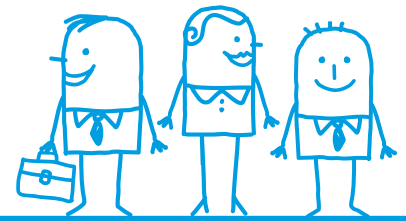
Fostering Teamwork

- Develop and implement strategies to enhance the performance of your teams
- Maximise the performance of individuals for the benefit of the team
- Understand team dynamics and know how to intervene to improve them
- Collaborate with and appreciate others, adapting to different work styles and preferences
- Build cohesive teams around a common purpose and inspire allegiance
- Build mutually beneficial relationships, seek opportunities to promote a culture of collaboration and partnership
- Ensure accountability through defining clear roles and responsibilities



HR & Organisational
Development

Getting you there 



Specific Competences for this level of Management

Agile Thinking

- Think strategically (up to 2 years and beyond) and with business acumen
- Consciously choose different thinking and processing styles to heighten your effectiveness
- Use a suitable balance of rational analysis, personal intuition and consultation with others in your decision-making
- Facilitate member and officer thinking, helping them to look at issues from different perspectives
- Suspend judgements and engage in dialogue before coming to conclusions
- Help teams to share their thinking

Creating a Compelling Vision

- Establish direction by thinking strategically and making discriminating choices
- Expand current boundaries of thinking and present possibilities that can take you, your team and Service beyond perceived limitations
- Translate the vision into clear quantifiable goals
- Determine and convey the underlying purpose and intent behind the vision
- Be pro-active in creating and communicating inspiring personal and collective visions
- Engage and inspire the service in building commitment to growth

Delivering Results

- Set clear and meaningful targets in alignment with WCC's vision and values
- Ensure a delivery mind-set is embedded within WCC
- Seek out customer-centric feedback that when acted upon will enhance service delivery
- Create results through a disciplined approach to business planning, goal setting and setting meaningful targets, aligned with WCC's strategic aims
- Take personal responsibility for WCC performance and results
- Be confident in your ability to consistently deliver high performance
- Use clear targets and metrics to provide feedback on performance

Leading Change

- Be adaptable in dealing with change, personally and professionally
- Deal effectively with ambiguity and uncertainty
- Act decisively, knowing how to challenge the status quo whilst respecting the past
- Forecast changes in the market or environment
- Provide the necessary direction and impetus in leading others to change; being sensitive to the impact of change on others
- Understand, deal with and overcome resistance to change
- Methodically identify change initiatives
- Apply creativity in the change process

