

Somerset's People Attributes



Overall heading	Descriptor	Features	Grades 17-14	Grades 13 - 10	Grades 9 - 7	Grades 6 - 1	Development Indicators
			Level 1	Level 2	Level 3	Level 4	
CONFIDENT							
Self-Belief	Displaying confidence that you will succeed, and you can overcome obstacles to achieve the best for our residents.	Relishing a challenge. Being prepared to stand up and be counted. Working beyond the call of duty if required. Speaking up if needed and sharing your views.	Manages own anxieties and appears confident to others. 'Gives it a go', however difficult it may seem.	Shows a can-do attitude. Draws on relevant experience. Demonstrates optimism even when the going is tough.	Rises to and relishes a range of challenges. Is prepared to stand up and be counted. Shows the confidence to involve others in support of a goal.	Takes on challenges that others may back away from. Challenges the status quo, but will be able to provide evidence that the action will achieve service improvement.	Regularly feels overwhelmed by the pace and scale of change and struggles to recover from this. Holds back from challenging others OR is overly confident and ignores the views of others.
Self-Awareness and Self-Management	Knowing your own strengths and limitations. Understanding your own emotions and the impact of your behaviour on others. Being able to manage your own emotions and show resilience in a range of situations.	Being aware of your emotions and your impact on others, particularly if you are under pressure. Being tenacious and resilient in the face of difficulty. Being able to cope in a complex environment and work with colleagues and partners.	Demonstrates self-awareness. Manages own response and reactions carefully when faced with demanding situations. Remains calm in a crisis. Resists the temptation to take over.	Recognises how challenges to personal values may trigger certain responses. Takes steps to manage own emotions and pressure when necessary. Takes time-out for reflection and seeks support from peers.	Understands the effect of own emotions, on themselves and others. Knows own strengths and limitations in providing leadership. Deals constructively with criticism and seeks support as necessary.	Seeks support to resolve own limitations, for example coaching or using your networks. Understands areas for personal development and does something about it.	Does not understand own emotions and the impact these have on others. Does not set time aside for personal reflection. Loses control in stressful situations, for example shows aggressive behaviour or rules by fear. Does not recognise the warning signs or seek help in advance of a problem.
Drive for Improvement	Is motivated to improve practice and service performance to make a real difference.	Focuses on the achievement of goals for the good of the individual and the service. Invests energy in service improvement, for example through effective partnership working and community involvement.	Stays focused on the goal of service improvement. Takes time to be helpful and constructive to others.	Works with others to achieve positive outcomes. Understands the bigger picture and develops strong relationships inside and outside the organisation. Uses persuasion to influence others.	Looks at how services can be improved long-term. Looks across the system for solutions. Adjusts behaviour and approach according to the audience to achieve best results.	Actively works with partners to design, monitor and influence the future direction of services. Has a positive influence across the system.	Seeks personal kudos and recognition alone rather than achieving goals for the greater good.
Personal Integrity and Role Modelling	Creating a positive environment by demonstrating a sense of commitment to openness, honesty, and high standards. Involves the team in celebrating success.	Shows commitment to the 4 'C's – Care & Respect, Can Do Attitude, Collaboration and Customer Focus. Recognises the importance of support and loyalty to colleagues and the organisation.	Behaves consistently with own values and beliefs. Delivers on what is promised or is open about own short-comings. Promotes the organisational and service values.	Cuts through ambiguity and provides clear communication. Expects and encourages others to be equally clear and concise. Uses plain English.	Stands up for what is right in terms of leading and developing services. Acts as a role model. Demonstrates listening skills and acts on feedback. Consciously considers their own personal behaviours and the impact on others. Is visible across all areas of responsibility.	Creates a culture of openness and professional curiosity embracing research and exploration of different cultures concepts and ideas. Is visibly positive in their approach. Promotes and shares the success of the team at all levels.	Responds to pressure by not standing up for own values and beliefs. Demonstrates behaviour that is counter to core values of Care & Respect, Can Do Attitude, Collaboration and Customer Focus. Rules by fear.

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AMBITIOUS							
Seizing the future	Being prepared to take action now to shape and implement a vision for the future development of services. Taking the time to gather information from a wide range of sources.	Makes the most of current opportunities to bring about improvement. Understands the likely direction of change to help shape and implement the culture of the service and organisation. Is prepared to embrace transformational change. Makes it a priority to know about how services are being delivered and what the experience of the community could be.	Reacts to current issues and problems and does so decisively. Makes time to discuss any issues. Checks what is happening, asking others for feedback.	Anticipates issues and takes action to avoid them. Makes the most of any opportunities to make improvements. Is curious to find out more about what is actually happening. Uses local networks and data to get more information to benchmark services.	Takes action to make service improvements. Keeps in touch, through wider networks internally and externally. Keeps up-to-date with developments in the public and private sectors through active involvement in regional and national networks. Uses data to inform actions and service planning.	Sees opportunities and links that others may struggle to see; acts on these positively with the team. Generates, tests and implements a range of innovative approaches. Understands the broader trends in improvement and service delivery. Think and acts with long term perspective.	Does not think about the consequences of actions for the future. Struggles to balance present and operational detail with longer term view. Resists new ideas and approaches. Misses important developments within the council, locally or nationally.
Intellectual flexibility	Embracing and managing ambiguity and complexity. Being open to creativity when leading and developing services.	Responding to fresh insights and perspectives from a range of sources, both internal and external. Understanding that change may have to be radical to achieve improvement. Acknowledging innovative thinking and encouraging creativity and experimentation.	Is open to new information and diverse views, able to modify own thinking, to take account of new points of view.	Makes sense of a variety of information, both detailed and big-picture, to see patterns and trends. Is able to use theoretical and practical examples to develop services..	Comes up with new and exciting ways of explaining something complex so that others can engage with it. Encourages others to be innovative, in finding ways of developing service improvements.	Constantly looks for new ideas and ways of improving services, considering different opinions and challenging self. Can convey thinking clearly in different settings.	Is unable to make connections and relate things to a wider context, does not see the "wood for the trees". Ignores information from diverse, or "non-standard", sources.
Understanding the business	Showing an ability to understand the nature of our business. Recognises the diverse interests that we work with and the dynamics between them, to lead Council services more effectively.	Understanding the culture in the Council and in the wider environment. Knowing who the key influencers are - both internally and externally - and how to involve them when needed. Understanding strategy and policy at a national and local level and being able to plan a way ahead.	Identifies key people who can help to influence or get things done. Uses own networks to gain information or communicate.	Understands the culture and how things are done. Uses this understanding and works with networks to manage change and bring about service improvements.	Understands the governance and complex relationships that make up the decision-making processes of the Council. Identifies the relevant interest groups, networks and groupings, and uses this understanding to get things done. Actively builds and develops own networks.	Understands the underlying social, political and historical factors that shape local and national realities. Uses this understanding to get things done. Knows who the key influencers are and how to go about involving them to shape and deliver change.	Does not tune in to what is going on across the Council and its environment. Only relies on formal processes and structures therefore does not understand or work with informal networks.

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Drive for results	Displaying a strong commitment to making service performance improvements and a determination to achieve positive outcomes.	Setting ambitious targets and taking calculated risks – all with the aim of delivering added value. 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.	Takes actions that lead to the delivery of targets. Shows determination to meet the objectives set by others. Keeps track of outcomes to identify future actions.	Takes actions that lead to service improvements. Encourages others to find ways of delivering services that will better serve the needs of customers while meeting objectives.	Sets self and others ambitious goals. Takes the necessary actions to meet these goals. Identifies measures to track achievement. Overcomes obstacles and uses failure as an opportunity to learn. Supports the team to achieve and celebrate.	Aligns resources to achieve goals influencing others to obtain additional resources if required. Addresses poor performance and removes obstacles. Critically reflects on outcomes to further improve. Creates a culture that celebrates successes openly.	Spreads efforts too thinly and dilutes own, and others', impact by focusing on too many or the wrong priorities. Fire-fights and doesn't apply learning from past situations.

IMPROVE

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Leading change through people</p>	<p>Communicating the vision and reasons for change. Engaging and facilitating others to work collaboratively</p>	<p>Gaining the support of others by ensuring that you understand the reasons behind the change. Encouraging others, especially frontline staff to find new ways of delivering and developing services and to take the lead in implementing change. Demonstrating a non-hierarchical, democratic leadership style which is underpinned by the 4 'C's. Helping to unblock obstacles, identifying and securing resources, and taking care of teams and the individuals within them.</p>	<p>Engages in regular communications (e.g. through team meetings, newsletters, emails, presentations) and makes sure they are up-to-date with what is happening. Understands the reasons behind decisions. Listens to colleagues and takes action on information gained.</p>	<p>Secures the support or development that is needed for the benefit of both individuals and the team. Communicates effectively by providing the right resource or information.</p>	<p>Creates the conditions that enable a team to perform at its best – provides the right structure and gets the right people doing the right things. Gets input from others with the intent of promoting the effectiveness of the group or process. Acts to build team spirit so as to promote team effectiveness. Empowers the team to achieve further improvements.</p>	<p>Communicates the vision and brings it alive. Gives people a sense that change is achievable and that their contribution matters. Explains the rationale for changes and key service priorities. Creates momentum and excitement about what needs to be done. Uses a range of approaches to ensure that all staff can help to bring about positive change.</p>	<p>Is unable to provide clarity and direction or to lead others to achieve a vision. Does not step up to the leadership role - passes the buck. Leads through fear of punishment or embarrassment. Uses power or status inappropriately.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Holding to account</p>	<p>Holds self and others to account for agreed targets & budgets and is accountable for delivering a high level of service.</p>	<p>Setting and accepting clear targets and standards for performance and behaviours. Ensuring processes are in place to support colleagues to achieve these standards. Insisting upon improved performance if standards are slipping. Creating a climate of support and accountability, rather than a climate of blame.</p>	<p>Questions when things don't seem right and is able to raise concerns. Is supportive rather than being part of a blame culture.</p>	<p>Ensures that processes are in place to support individuals in achieving standards and to learn from mistakes. Prepared to be held accountable for own agreed goals.</p>	<p>Holds others directly accountable for delivering what has been agreed, both within and outside of the organisation. Intervenes swiftly and consistently when performance is slipping. Challenges and confronts conflict, especially where this is impacting on service delivery and standards and contributes to brokering agreement.</p>	<p>Sets plans and strategies, following consultation and involvement from others. Able to lead and delegate where appropriate, holding self and others to account. Seeks resolution through partnership working.</p>	<p>Does not identify and address performance issues. Challenges people about their performance inappropriately and/or inconsistently. Places blame and provides no support for mistakes.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Empowering others</p>	<p>Allows others to contribute and shares leadership. Nurtures capability and long-term development.</p>	<p>Allowing others to take the lead on particular issues and to grow in confidence and ability. 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. Supporting the development of others across the community.</p>	<p>Provides help and support. Gets involved in team development. Understands the importance of diversity and its role in developing services.</p>	<p>Offers encouragement and makes themselves available for support, especially when others have experienced a setback. Learns from mistakes. Engages with stakeholders and customers as a way of learning.</p>	<p>Allows others to take the lead and the credit by stepping to one side. Allows freedom with accountability. Promotes the role of stakeholders and customers in shaping services and influencing decisions about services.</p>	<p>Coaches others, challenging and asking questions to help them work out the answers for themselves. Provides space for others to be creative and to take risks so that they can develop their own skills and approaches. Develops constructive relationships with colleagues, customers and stakeholders, which focus on their true</p>	<p>Takes over and dominates proceedings. Does not make space for others to contribute or grow.</p>

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Working effectively with others		Engaging and involving residents in service improvement.					involvement in service decision-making.	
	Demonstrating commitment to working and engaging constructively with internal and external stakeholders.	Ensuring that the planning, development and provision of services are joined-up. Understanding and being sensitive to diverse viewpoints. Creates the conditions for successful partnership working.	Expresses positive expectations of internal and external stakeholders. Acknowledges and respects others' diverse perspectives.	Shares information with others when appropriate. Summarises progress, taking account of differing viewpoints, to clarify understanding and to establish common ground. Acknowledges conflict and supports resolution of this conflict.	Maintains positive expectations of other stakeholders, even when provoked, and strives to create the conditions for successful partnership working. Responds appropriately to the changes in the status or circumstances of others. Develops strategy for service improvement in a joined-up manner.	Takes a leadership role in partnership working and works across organisations to create the best outcomes. Is an ambassador for SCC.	Does not involve others or share information, successes or lessons learned. Works in a silo and is comfortable working in a silo. Comfortable with current position and responsibilities and doesn't look to grow self or encourage others to grow. Doesn't take a leadership role in areas outside own comfort zone	