**NHS Greater Glasgow & Clyde**

**Frontline Manager Competencies Framework**

The following pages summarise the core competencies required of frontline managers across NHS Greater Glasgow and Clyde.

The purpose of this Framework is to articulate expected areas and level of performance, in order that all of our frontline managers understand how behaviours contribute to personal and organisational success.

Key themes have been identified and these are grouped into the 6 *‘Competency Clusters’* of:

* Personal Effectiveness
* Leadership
* Delivering Results
* Managing Relationships
* Adaptability/ Change Management
* Inequalities Sensitive Practice

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| **Competency Cluster** | **Behavioural Indicators** |
| **Personal Effectiveness:** | **The ability to respond to situations in the most appropriate manner** |
| 1. **Influencing & Persuading**
 | * Engages with others to agree and commit to an action or viewpoint
* Confronts resistant people and actively manages their views, ideas and concerns
* Understands others objectives and adapts style and communication to reach mutually beneficial consensus
* Promotes ideas and proposals persuasively using compelling rationales
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| 1. **Effective Communication**
 | * Ensures that information (both verbal and written) is collated and conveyed in a clear, concise, coherent, complete and courteous manner.
* Practices attentive listening.
* Ensures mutual understanding in all communications
* Understands the effect and impact of own and others body language
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| 1. **Self Awareness/**

 **Development** | * Pro- actively focuses on own development and takes action to expand learning
* Analyses own behaviour to enhance style and improve personal performance
* Actively encourages and values feedback from above and below and acts on it
* Understands the impact of own behaviour on others
* Displays honesty and consistency in behaviour
* Demonstrates the ability to reflect and adapt
* To be aware of the impact of what we do and say has on others
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| 1. **Decision Making**
 | * Evaluates and judges the best course of action at the appropriate speed
* Does not shy away from making difficult decisions or let uncertainty prevent effective decision making.
* Confidently takes action based on agreed decisions
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| **Competency Cluster** | **Behavioural Indicators** |
| 1. **Resilience**
 | * Demonstrates a positive attitude about work despite circumstances and frustrations and works well with ambiguity
* Consistently behaves and delivers in a professional manner, regardless of circumstances
* Recovers quickly from disappointment, rejection unfulfilled expectations and other setbacks
* Demonstrates resilience in times of change
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| **Leadership:** | **The ability to use personal skills to guide and inspire individuals/ groups towards achieving goals** |
| **6. Managing and Coaching others** | * Demonstrates commitment to the objectivesof the organisation and demonstrates accountability for achieving them
* Leads others by setting clear performance standards and objectives for self and others and helpfully provides others with guidance and advice
* Recognises effort and rewards achievements and ideas that contribute towards team goals
* Actively develops, enables and improves staffs’ potential through training and development of individuals and teams
* Knows the strengths and development needs of the team and delegates work appropriately with both autonomy and authority
* Holds others accountable for results and takes action when people do not perform at the level of their capability
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| **Competency Cluster** | **Behavioural Indicators** |
| **Delivering Results:** | **The ability to focus oneself and others on achieving specific outcomes** |
| 7. Planning & organising | * Prioritises work and balances resources (and skills) to achieve objectives within specific timescales
* Focuses effort on areas where most value can be added
* Monitors progress against objectives using sound processes and procedures and takes appropriate actions to achieve delivery of results
* Develops contingency plans in anticipation of setbacks & obstacles
* Focuses own and others activities on the needs of the business
* Develops a depth of internal and external knowledge relating to the organisational objectives and future direction
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| 1. Problem Solving
 | * Considers and evaluates information from a range of sources
* Creates good solutions by evaluating the feasibility of different options
* Identifies potential problems and develops contingency plans to prevent or mitigate them
* Analysis’s problems to an appropriate degree of detail
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| 9. Achieving Quality | * Pursues the highest level of service delivery to agreed standards
* Ensures services are continuously responsive to changing needs and emerging technologies
* Promotes an environment of continuous improvement
* Balances risk with better service outcomes
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| **Managing Relationships:**  | **The ability to manage relationships effectively and build networks** |
| 10. Acting with Integrity | * Adapts behaviour to suit situation and person
* Is ethical and honest in business dealings with others
* Builds trust by demonstrating consistency in action and behaviour
* Is respectful of divergent views
* Shows genuine concern, compassion and kindness when appropriate
* Does not promise what cannot be delivered
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| 11.Collaborative Working | * Adopts processes that enable ‘joint working’ to improve outcomes for service users
* Establishes mutual ground rules to build robust relationships -focussing on mutual interests not positions
* Proactively engages with others by listening and valuing the input of others to achieve a common goal
* Shares own knowledge and experience openly with colleagues and partners to achieve
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| **Adaptability/Change Management:** | **The ability to respond, manage and adapt to changing circumstances**  |
| 12. Managing Transitions | * Adopts a pro-activeapproach, attitude & manner in a climate of ambiguity and actively promotes change initiatives
* Readily adapt and adjust to changing circumstances and takes responsibility for effectively implementing change
* Understands and supports the psychological process people go through to come to terms with a new situation
* Focuses on (and overcomes) the barriers that significantly threaten the desired change
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| **Inequalities Sensitive Practice (ISPI)** | **The development of practices that are sensitive to the impact of inequalities** |
| 13. Inequalities Sensitive Workplace | * Develops a culture that promotes and respects equality and values diversity
* Recognises and manages the behaviour of others that is insensitive and discriminatory
* Demonstrates self- awareness of own biases and values and recognises the diversity of each individual
* Actively challenges individual and organisational discrimination
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