

## Leadership

- Leads by example, setting high standards of behaviour and co-operative working
- Is open and inviting of the views of others, confidently putting forward own views
- Is approachable and builds strong interpersonal relationships
- Encourages contributions and involvement from others by being approachable and accessible
- Seeks constructive outcomes in discussions, challenges assumptions but enables panel to achieve consensus

## Effective Communication

- Inspires respect and confidence in others by using effective verbal and non-verbal communication
- Demonstrates courtesy to all, listening and taking the views of others into account and seeking effective resolution where appropriate
- Communicates with confidence, choosing content, style and language to suit the context
- Demonstrates excellent written communication, in a style which is logical and concise to meet audience needs
- Shows an awareness of the importance of diversity to ensure fair selection, and demonstrates sensitivity to the needs of individuals

## Decision Making

- Effectively analyses complex and conflicting information, identifying and focusing on the relevant issues
- Ensures fairness, demonstrates integrity throughout the process
- Presents reasonable conclusions from a wide range of evidence, making reasoned decisions with a clear rationale
- Absorbs information quickly and applies information appropriately throughout the process

## Collaborating and Managing Work Efficiently

- Manages own and colleague's time effectively and prioritises tasks to ensure efficient completion of work
- Demonstrates resilience, responding calmly and flexibly to changes
- Utilises available resources, making full use of technology to carry out tasks efficiently
- Resolves problems independently and as part of a team where necessary
- Works effectively as a team player, drawing on relevant specialist expertise and challenging colleagues where appropriate
- Provides support and guidance to colleagues, sharing relevant information and developments with others and encouraging others to do so