

Appendix 1

CCPC Leadership Competencies

Strategic Awareness

- Anticipates and responds quickly to developments in the broader environment
- Recognises what has to be done in order to achieve objectives in CCPC Strategic Plan
- Understands the CCPC's strategic context and strategic strengths and weaknesses
- Appreciates the wider implications of their decisions, both within and beyond the organisation, as well as anticipating future developments

Persuasive Communication

- Confident in articulating the CCPC vision, externally and internally
- Able to articulate their viewpoint coherently and convincingly
- Plans their communications to influence others and negotiates effectively
- Appreciates the likely impact of different communications styles and capable of adapting their style to meet the needs of different audiences

Decision Making

- Rational in their judgements, making decisions based on all aspects of an issue, rather than opinion
- Makes timely decisions based on the facts and their own judgement
- Resourceful and confident in their ability to deal calmly with problems and make difficult decisions
- Independently minded and able to make unpopular decisions when necessary

Resilience

- Focuses on delivery in a calm and solution-focused manner in the face of challenging circumstances
- Copes with stress and remains calm under pressure
- Calmly, confidently and optimistically deals with issues, including criticism and conflict, without overreacting
- Flexible and adaptable, demonstrating an ability to change direction, without losing focus, when required

Leading People

- Manages people effectively, with integrity and objectivity
- Assesses the capabilities of others and sets appropriate challenges to develop and stretch them
- Motivates team through meaningful performance management (including personal development)
- Creates the necessary conditions so staff feel empowered to complete their work in an effective manner

Results Orientation

- Focuses on desired results and sets and achieves challenging objectives for self and team, while supporting all of the CCPC's functions in equal measure
- Single-minded in using all available resources to get the job done and ensuring delivery against strategic goals
- Assertive, competitive, and persistent in their drive to enable the CCPC to succeed
- Displays self-confidence and a positive and optimistic attitude