

7. Leadership

Competencies:

- a. Motivates and encourages groups and individuals
- b. Provides direction and feedback to relevant group
- c. Creates a climate of respect
- ch. Effectively conveys a vision to groups and individuals
- d. Recognises and understand how others respond to particular situations while keeping focused
- dd. Encourages individuals to develop themselves
- e. Understands and recognises the potential damage caused by conflict if prompt action is not taken
- f. Encourages co-operation and communication across political and Council boundaries
- ff. Acts as a bridge between Services and Members when required

An effective Gwynedd Council Leader:

- Holds effective briefing sessions for the group and uses a two-way communication method on a regular and frequent basis
- Is prepared to admit blame and mistakes
- Is prepared to change opinion in the face of new evidence
- Accepts decisions made as part of the Council's democratic process
- Resolves conflicts and potential conflicts between individuals by acting quickly and effectively
- Promotes calculated risk taking, learning from mistakes and improving as a result of this
- Inspires trust in others and gains commitment to policies and decisions
- Shapes a culture of excellence and acts as a role model for appropriate behaviour, ethical practice and democratic process
- Builds appropriate and strong relationships with senior officers and Board Members based on open communication, co-operative working and trust
- Acts as the public face of the Council and champions Council needs in regional and national debates
- Works across political and Council boundaries to foster communication and encourage co-operation
- Is well prepared and able to troubleshoot, judges what to get involved in and when to say 'No'
- Effectively balances numerous, potentially conflicting, responsibilities
- Considers the resources available when making decisions

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An ineffective Gwynedd Council Leader:

- Leaves groups and individuals unclear on direction and priorities
- Undervalues or undermines people
- Lacks basic knowledge of the roles of members and officers
- Creates a blame culture
- Avoids addressing conflict
- Maintains personal control by imposing views and being overly directive
- Demonstrates partiality for own party members and uses his/her position to promote party agenda to the detriment of Council decisions
- Acts defensively, and avoids making difficult or unpopular decisions
- Shows an unwillingness to admit mistakes
- Lacks clear parameters between own role and that of Senior Officers
- Behaves in an over reactive manner
- Fails to plan ahead or foster a sense of mission
- Fails to encourage communication with community
- Lacks public recognition as a figurehead
- Shows inconsistency in style and behaviour and fails to keep his/her word
- Fails to promote the Council on outside bodies
- Lacks detailed knowledge of different Council sectors
- Fails to integrate information to provide an overview of Council functioning
- Sticks to standpoint despite evidence to the contrary
- Undermines the democratic decisions of the Council
- Fails to convert strategies into policies and actions

8. Providing Vision

Competencies:

- a. Promotes and shares Council Values
- b. Creates a shared Council vision by establishing strategic policies and prioritising actions
- c. Actively encourages involvement of others in policy formation
- ch. Works collaboratively to analyse information and promote understanding
- d. Open to new ideas and ways of doing things

An effective Gwynedd Council Leader:

- Promotes the Council values by showing an example internally and in public
- Considers the Council values when making decisions
- Establishes strategic policies and prioritises actions based on local needs, manifesto and regional opportunities
- Works with officers to collate and analyse information and inform budget priorities and performance plans
- Actively encourages involvement of stakeholders in policy formation
- Creates and communicates a shared Council vision, providing clear direction and promoting understanding
- Responds positively to situations (even if they are challenging)
- Is open to new ideas and adapts innovatively to a changing environment
- Acts to broaden perspective and enhance effectiveness by learning from others and sharing best practice (e.g. other Councils)
- Provides vision and direction setting clear standards of behaviour and performance and upholding them
- Balances the needs of the ward against the needs of the whole Council

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An ineffective Gwynedd Council Leader:

- Focuses on day-to day issues rather than future needs and fails to see beyond the next election
- Excludes members, officers and public from decision-making
- Tends to be overly selective in the use of information to guide policy decisions
- Resists change, and prefers 'old ways' of doing things despite evidence to the contrary
- Fails to draw on the experience of others (eg other organisations, peer support)
- Fails to identify or act on opportunities to promote the Council or influence national and regional agendas
- Tends to be inwardly looking
- Fails to communicate and explain Council vision and policies
- Only ever considers local issues at the expense of the interests of the whole county
- Reacts negatively to challenging situations

9. Managing Performance

Competencies:

- a. Works closely with others to develop, promote and achieve objectives
- b. Represents the Council at a strategic level
- c. Encourages scrutiny
- ch. Monitors performance (self and others)
- d. Works proactively (rather than reactively)
- dd. Responds positively to feedback and ideas
- e. Ensures effective use of resources

An effective Gwynedd Council Leader:

- Works closely with senior officers and other members of the Board to develop, agree and implement portfolio strategies
- Sets and communicates realistic and achievable objectives
- Monitors performance and acts on the basis of evidence
- Develops an understanding of Council systems and conveys Council views at area specific meetings (e.g. planning, licensing)
- Emphasises a team approach
- Shares responsibility for success and failure
- Encourages scrutiny and responds positively to feedback, challenge and ideas
- Represents the electorate and Council at a strategic level through links and partnerships at local, regional and national levels
- Gives constructive feedback where appropriate in a timely and positive way, confronting poor performance.
- Recognises, rewards and celebrates good performance on an ongoing basis.
- Is committed to learning, developing others and sharing best practice.
- Has an annual appraisal and a personal development plan

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An ineffective Gwynedd Council Leader:

- Uses support inconsistently or ineffectively
- Fails to consult
- Relies too much on officers or external support
- Shows inflexibility and resistance to scrutiny, alternative views and solutions
- Creates a 'them and us' attitude to officers, opposition, other members or external Councils and agencies
- Operates in secret and fails to open processes and decision-making to others – 'tells' rather than 'sells'
- Focuses too much on process and debate, and fails to reach conclusions
- Fails to integrate own portfolio with wider agenda
- Avoids scrutiny and ignores feedback
- Avoids challenging poor performance (including own)

10. Problem Solving

Competencies:

- a. Makes defensible decisions based on consideration of all the evidence presented
- b. Responds effectively to changing priorities
- c. Makes things happen by focussing on solutions
- ch. Understands and accepts the need to make difficult decisions
- d. Keeps personal biases out of the decision making process

An effective Gwynedd Council Leader:

- Seeks information and opinion from relevant sources
- Makes timely, rational and realistic decisions, taking into account all the resources, facts and alternatives available, and considering any risks involved
- Anticipates problems
- Responds flexibly to changing priorities and needs
- Remains impartial and free of personal bias when considering ways to solve problems, justifying decisions or actions when necessary
- Challenges the source and accuracy of information if it is ambiguous or vague
- Makes decisions even when difficult.
- Involves other members in the decision making process, giving an explanation if suggestions or ideas of individuals are not implemented
- Balances innovation with tradition, actively exploring new ways of problem solving
- Reacts to problems enthusiastically and firmly

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An ineffective Gwynedd Council Leader:

- Ignores key evidence when making decisions
- Undermines others
- Avoids making difficult decisions
- Fails to respond to advice or support from officers
- Is unwilling to take action when needed
- Fails to anticipate problems