Chief Executive

360 Framework

Sonam1 Self

It has been generated from responses provided by:

Self: 1

Members: 1

Colleagues: 2

Direct reports: 2

Ext. Stakeholders: 2

Date: 15/12/2016

Introduction

Constructive feedback is increasingly recognised as a key to enhancing managerial effectiveness .

This report provides you with detailed feedback on your skills, abilities, personal attributes and other job relevant characteristics, as seen from a number of different perspectives : specifically your own, members, and, if participating, your direct reports', colleagues' and external stakeholders/partners'. It is based on the analysis of responses to the Chief Executive 360 questionnaire which you and these other people completed recently.

In using this report it is important to remember that the information it contains is a reflection of different peoples' perceptions of you at a particular point in time. It does not represent some absolute, unchanging, all consuming truth. Nevertheless, the detailed analysis it permits can enable you to achieve new insights into your own strengths, and also alert you to aspects of your behaviour which could be proving a hindrance to your success in both the short and longer term. Such increased self awareness can, in turn, help you to maximise your effectiveness and develop your full potential .

It is recommended that you read through your report with a trained facilitator.

Importance Summary

This section shows how you and members have rated each of the competencies in terms of their importance to success in your job. Your own importance ratings are indicated in the first bar from top ; Members' importance ratings are indicated in the second bar.

Key to diagrams:

1= not at all important
2= not very important
3= moderately important
4= very important
5= extremely important
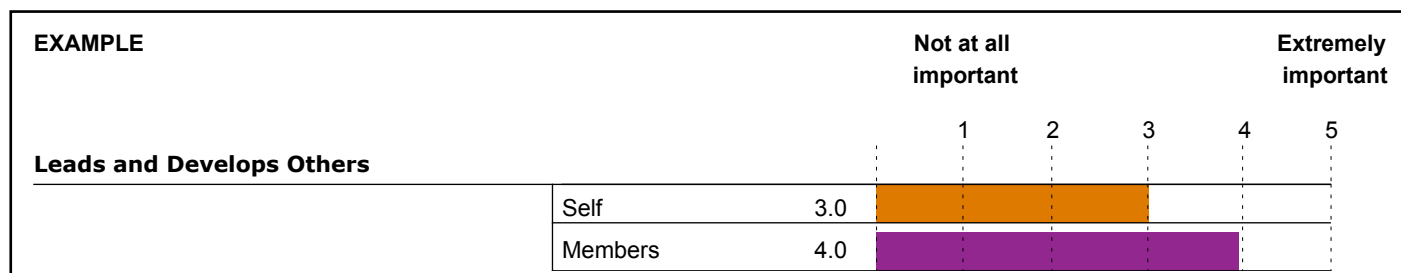
EXAMPLE			Not at all important			Extremely important
			1	2	3	4	5
Leads and Develops Others						
	Self	3.0				
	Members	4.0				

	Not at all important				Extremely important
	1	2	3	4	5

Leads and Develops Others

Leads and Develops Others

Self	1.00
Members	5.00

Takes Commercial, Risk Managed Decisions

Takes Commercial, Risk Managed Decisions

Self	2.00
Members	4.00

Works in Partnership

Works in Partnership

Self	3.00
Members	3.00

Effectively Influences

Effectively Influences

Self	4.00
Members	2.00

Articulates a Compelling Strategic Vision and Values

Articulates a Compelling Strategic Vision and Values

Self	5.00
Members	1.00

Confronts Pressures and Deals with Emotional Demands

Confronts Pressures and Deals with Emotional Demands

Self	4.00
Members	5.00

Uses Creativity to Deliver Innovative Solutions

Uses Creativity to Deliver Innovative Solutions

Self	3.00
Members	4.00

		Not at all important				Extremely important
		1	2	3	4	5

Understands the Issues

Understands the Issues

| Self	2.00
Members	3.00

Competency Summary

This section summarizes how you have been rated by your various (groups of) raters on each of the competencies. These are the average of the ratings on the individual questions which make up a given competency. This section will enable you to see at a glance how your self perception compares with how others see you. It can be used as a basis for identifying the competencies in need for further exploration.

Your own ratings are represented by the first bar from the top, followed by members' ratings in the second bar. If other groups of raters have participated, the next bars indicate the ratings of your colleagues, direct reports and external stakeholders/partners respectively. The values summarize the average of the ratings on the questions forming a competency. The ratings of a group of raters have been averaged across the group.

Please note: Where 'No Evidence' has been indicated by a rater, the average rating for any question is based on the ratings given by the remaining assessors in that group. N/E indicates that all raters in that group rated 'No Evidence' for that item.

Key to diagrams:

1= not at all well
2= not very well
3= moderately well
4= very well
5= extremely well
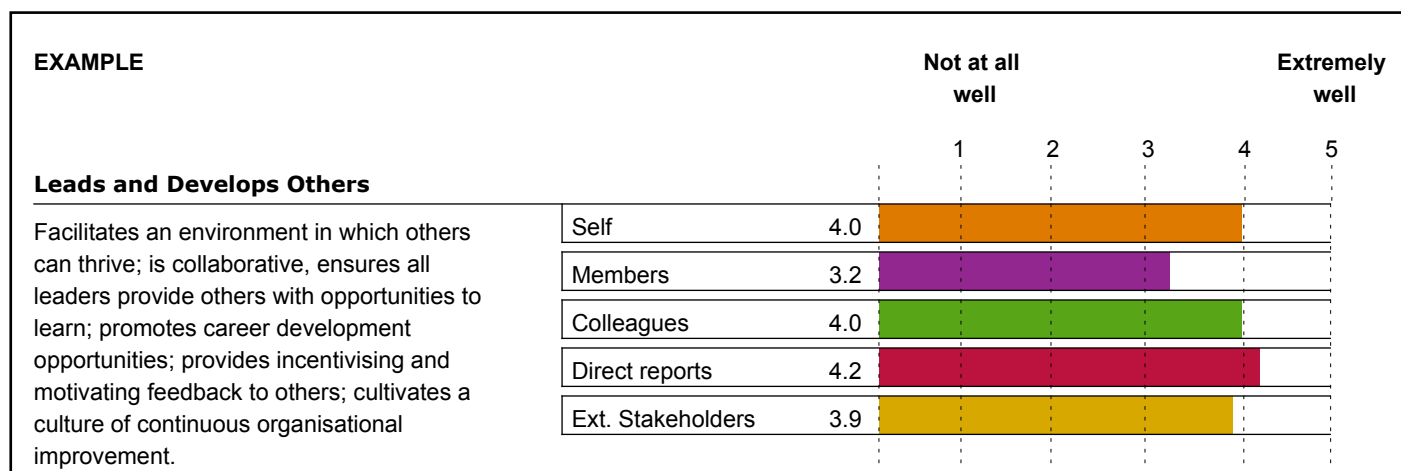
EXAMPLE		Not at all well				Extremely well
		1	2	3	4	5
Leads and Develops Others						
Facilitates an environment in which others can thrive; is collaborative, ensures all leaders provide others with opportunities to learn; promotes career development opportunities; provides incentivising and motivating feedback to others; cultivates a culture of continuous organisational improvement.	Self 4.0					
	Members 3.2					
	Colleagues 4.0					
	Direct reports 4.2					
	Ext. Stakeholders 3.9					

	Not at all well				Extremely well
	1	2	3	4	5

Leads and Develops Others

Leads and Develops Others

Facilitates an environment in which others can thrive; is collaborative, ensures all leaders provide others with opportunities to learn; promotes career development opportunities; provides incentivising and motivating feedback to others; cultivates a culture of continuous organisational improvement.

Self	3.00
Members	1.00
Colleagues	1.89
Direct reports	2.11
Ext. Stakeholders	2.61

Takes Commercial, Risk Managed Decisions

Takes Commercial, Risk Managed Decisions

Makes commercial decisions in the public interest; is aware of beneficial business opportunities; innovates, prioritises expenditure effectively; balances serving the public with making sure the public gets value for money; understands the market place; drives action; takes prompt decisions and weighs up pros and cons; uses evidence to drive decision making.

Self	2.50
Members	2.00
Colleagues	3.88
Direct reports	2.62
Ext. Stakeholders	2.38

Works in Partnership

Works in Partnership

Works with individuals, groups and organisations within and beyond the council to deliver services; networks effectively; is receptive and empathetic towards others; actively shares knowledge and expertise; is open, honest and realistic with others; works with members to jointly deliver on their ambitions.

Self	2.83
Members	3.00
Colleagues	1.83
Direct reports	3.08
Ext. Stakeholders	2.25

Effectively Influences

Effectively Influences

Negotiates effectively to achieve the best outcomes from investments; promotes the benefits of combining a strong ethos of public service with prudent commerciality; encourages others to look beyond traditional methods; builds credibility and gains the trust of others.

Self	2.83
Members	4.00
Colleagues	3.83
Direct reports	3.58
Ext. Stakeholders	2.17

	Not at all well				Extremely well
	1	2	3	4	5

Articulates a Compelling Strategic Vision and Values

Articulates a Compelling Strategic Vision and Values

Looks beyond short term challenges to an optimistic future; thinks broadly across the local community; articulates a positive and compelling vision to all; develops vision into actions that deliver outcomes; understands members' aspirations for communities; facilitates members to turn visions into reality.

Self	3.33
Members	5.00
Colleagues	1.89
Direct reports	2.11
Ext. Stakeholders	2.17

Confronts Pressures and Deals with Emotional Demands

Confronts Pressures and Deals with Emotional Demands

Delivers in a high pressure, high profile and complex environment; maintains and promotes a positive outlook; copes effectively with demands of the role and ensures the organisation is supportive of staff; handles the responsibility for making decisions that affect others' lives; makes decisions consistently and explains rationale; learns from experience and feedback.

Self	3.67
Members	1.00
Colleagues	3.89
Direct reports	2.61
Ext. Stakeholders	2.44

Uses Creativity to Deliver Innovative Solutions

Uses Creativity to Deliver Innovative Solutions

Looks broadly to generate new ideas and initiatives to meet current challenges and develop future strategies; is not constrained by bureaucracy or resistant to change; creates a culture than enables idea sharing, creativity and innovation both internally and externally; challenges assumptions and is open to novel approaches; embraces and promotes new technology which can improve performance.

Self	2.00
Members	2.00
Colleagues	1.81
Direct reports	3.06
Ext. Stakeholders	2.38

	Not at all well				Extremely well
	1	2	3	4	5

Understands the Issues

Understands the Issues

Works with members to understand the complexity of issues facing communities; makes rational judgements based on experience, evidence and analysis; ensures the council has robust information systems; clearly defines required outcomes and expected results; encourages others to produce a wide range of viable solutions; sees issues from a variety of perspectives; facilitates a culture of analysis and evaluation to support commissioning.

Self	2.50
Members	3.00
Colleagues	4.00
Direct reports	3.75
Ext. Stakeholders	2.40
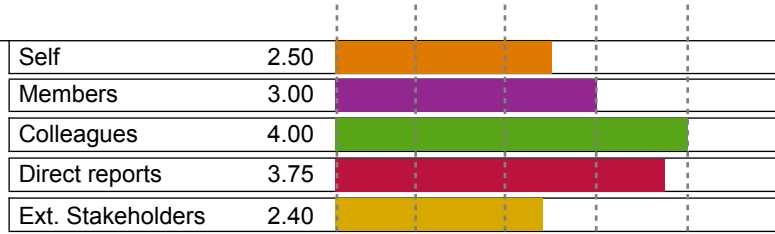
Frequency ratings per competency

This section describes how each item was rated by each category of raters. A table summarizes all ratings given by all participants for one competency. Additionally, the bottom line of the table indicates the average rating per category.

Key to table:

S= Self
M= Members
C= Colleagues
D.R= Direct Reports
E.S= External Stakeholders/Partners

EXAMPLE

Leads and Develops Others	S	M 1	2	3	4	5	C 1	2	3	4	5	D.R 1	2	3	4	5	E.S 1	2	3	4	5
Facilitates an environment in which others can thrive.	3			1						1	1			1		1				2	
Supports members, colleagues and partners through coaching, mentoring and sharing learning.	3					1		1	1					1						1	1
Provides others - colleagues, staff, members, partners and stakeholders - with opportunities to develop new skills.	3					1			2				1			1					2
Creates and promotes career development opportunities.	5			1					1	1				2					2		
Adopts a collaborative leadership approach with all colleagues, collaborators and partners.	5			1					1	1				2					2		
Seeks, listens and evaluates the views of others.	5			1					1	1				2					2		
Motivates and inspires those with whom they come into contact.	5	1						1		1			1						2		
mean	**4.1**	**3.9**					**3.4**					**3.2**					**3.5**				

Leads and Develops Others

Leads and Develops Others	S	M					C					D.R					E.S				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Facilitates an environment in which others can thrive.	1	1					2					2					1				1
Supports members, colleagues and partners through coaching, mentoring and sharing learning.	1	1					1	1					2				1	1			
Provides others - colleagues, staff, members, partners and stakeholders - with opportunities to develop new skills.	5	1					1		1			1		1			1	1			
Creates and promotes career development opportunities.	5	1					1			1		1			1		1	1			
Adopts a collaborative leadership approach with all colleagues, collaborators and partners.	2	1					1				1	1				1	1	1			
Seeks, listens and evaluates the views of others.	3	1					2					1	1				1	1			
Motivates and inspires those with whom they come into contact.	2	1					1	1				1	1				1	1			
Provides to colleagues a clear vision of what 'good' management and leadership looks like.	5	1					1		1				1	1			1	1			
Ensures a culture of continuous improvement and organisational learning.	3	1					1			1		1			1		1	1			
mean	**3.0**		**1.0**					**1.9**					**2.1**					**2.6**			

Takes Commercial, Risk Managed Decisions

Takes Commercial, Risk Managed Decisions	S	M					C					D.R					E.S				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Makes sound commercial decisions in the public interest.	1		1				1				1	1	1				1	1			
Is alive to business opportunities that deliver for the council.	5		1						1		1	1	1				1	1			
Delivers on priorities, adjusting expenditure according to priority.	1		1							1	1	1	1				1	1			
Balances serving the public with ensuring the public gets value for money.	4		1							1	1		1	1			1	1			
Understands the market place – knows when and what to tender or commission.	1		1								2	1			1		1	1			
Takes managed risks.	4		1				1				1	1		1			1	1			
Takes prompt decisions, weighting up pros and cons.	3		1						1		1		2					2			
Uses financial data to inform decisions.	2		1							1	1				2						2
Uses credible evidence to drive decision making.	1		1							1	1	1			1					2	
Uses financial data to ensure the best use of public money.	5		1								2		1		1					2	
Creates social value by maximising efficiency.	1		1				1				1	1	1				1	1			
Creates social value by driving action and ensuring delivery.	2		1						1		1	1	1							2	
mean	**2.5**		**2.0**					**3.9**					**2.6**					**2.4**			

Works in Partnership

Works in Partnership	S	M 1	2	3	4	5	C 1	2	3	4	5	D.R 1	2	3	4	5	E.S 1	2	3	4	5
Works in partnerships with all others – members, partners, stakeholders, charities, voluntary organisations.	1			1			2					1		1						2	
Networks effectively in the local government environment despite constant ambiguity.	1			1			1	1					1		1		2				
Relates humanly towards others - members, staff, stakeholders, partners and citizens.	4			1			1		1					2			2				
Actively shares knowledge and expertise with others.	3			1			1			1					2		2				
Is open and honest in their approach, transparent with others about what is possible.	4			1			1				1			1		1	2				
Works in partnership with members to deliver policies and priorities.	4			1			2					1			1		1	1			
mean	**2.8**	**3.0**					**1.8**					**3.1**					**2.3**				

Effectively Influences

Effectively Influences	S	M 1	2	3	4	5	C 1	2	3	4	5	D.R 1	2	3	4	5	E.S 1	2	3	4	5
Negotiates effectively with others.	4				1		1				1	1			1		1	1			
Promotes ideas in a persuasive and influential manner.	2				1				1		1		1			1	2				
Builds credibility.	2				1				1		1			1	1		2				
Gains the trust and respect of others.	5				1					1	1			1	1		2				
Encourages others to look and learn beyond their own services for effective solutions.	3				1						2			1	1		2				
Encourages all others to identify new solutions to make the best use of scarce public resources.	1				1		1				1	1			1		1	1			
mean	**2.8**	**4.0**					**3.8**					**3.6**					**2.2**				

Articulates a Compelling Strategic Vision and Values

Articulates a Compelling Strategic Vision and Values	S	M 1	2	3	4	5	C 1	2	3	4	5	D.R 1	2	3	4	5	E.S 1	2	3	4	5
Recognises both the challenges and opportunities.	3					1	2					2							1	1	
Maintains an optimistic outlook despite challenges.	4					1	1	1					2					2			
Articulates a positive and compelling vision both internally and externally.	2					1	1		1			1		1				2			
Can develop vision into actions that deliver the desired outcomes.	4					1	1		1				1		1			2			
Understands and develops the organisation's future potential.	5					1	1			1		1			1				1	1	
Presents a positive vision of the future to members, colleagues, stakeholders and partners.	4					1	2					1	1					2			
Understands members' aspirations for the community.	1					1	1	1				1	1					2			
Anchors their vision for the authority in the context of the local communities and partners.	2					1	1		1			1	1					2			
Sets and develops policies, strategies, priorities and non- priorities in partnership with members.	5					1	1			1		1			1				1	1	
mean	3.3			5.0					1.9					2.1					2.2		

Confronts Pressures and Deals with Emotional Demands

Confronts Pressures and Deals with Emotional Demands	S	M 1	2	3	4	5	C 1	2	3	4	5	D.R 1	2	3	4	5	E.S 1	2	3	4	5
Delivers results in a high pressure, high profile environment.	5	1					1				1	1	1						1	1	
Maintains a positive outlook.	4	1							1		1	1	1						1	1	
Encourages others to have a positive outlook.	2	1							1		1	1	1						1	1	
Appears to cope effectively with the physical and mental demands of a public services role.	2	1								1	1		1	1					1	1	
Ensures staff are supported in their roles.	5	1									2	1			1				1	1	
Handles the responsibility for making decisions that affect peoples' lives.	5	1					1				1	1		1					1	1	
Makes decisions in a consistent and confident way.	5	1							1		1		2						1	1	
Can explain rationale for decisions persuasively.	3	1							1		1			2					1	1	
Learns from experience, self-reflection and feedback.	2	1								1	1	1		1					2		
mean	3.7			1.0					3.9					2.6					2.4		

Uses Creativity to Deliver Innovative Solutions

Uses Creativity to Deliver Innovative Solutions	S	M 1	2	3	4	5	C 1	2	3	4	5	D.R 1	2	3	4	5	E.S 1	2	3	4	5
Looks widely and broadly across sectors for new ideas and initiatives.	1		1				2					1		1				1	1		
Looks for new ideas, initiatives and good sector practice in partnership with members, stakeholders, partners and staff.	3		1				1	1					1		1			1	1		
Fosters an environment that enables members, partners, stakeholders and staff to share ideas and be creative.	1		1				1		1					2				1	1		
Is willing to do things differently.	2		1				1			1					2			1	1		
Is able to challenge assumptions.	2		1				1				1			1		1		1	1		
Is open to novel approaches.	4		1				2					1			1			1	1		
Embraces new technology.	1		1				1	1				1	1						2		
Looks for ways technology can be harnessed to improve services and communication.	2		1				1		1					1	1				2		
mean	**2.0**		**2.0**					**1.8**					**3.1**					**2.4**			

Understands the Issues

Understands the Issues	S	M 1	2	3	4	5	C 1	2	3	4	5	D.R 1	2	3	4	5	E.S 1	2	3	4	5
Works systematically and analytically with members and colleagues on the complex issues.	1			1			1				1	1			1		1	1			
Understands how any one issue is part of a much larger whole.	2			1					1		1		1			1		1	1		
Makes reasoned and balanced judgements from critically evaluated information.	3		1						1		1			1	1			1	1		
Ensures the council has robust performance management.	1		1							1	1				1	1		1	1		
Clearly defines the outcomes and results they require from others.	3		1								2				1	1		1	1		
Enables the council to make rational judgements through the provision of robust performance management systems.	3		1				1				1	1				1		1	1		
Constructively challenges others' assumptions and recommendations.	3		1						1		1		1		1			1	1		
Encourages others to come up with workable solutions.	2		1						1		1			1		1		1	1		
Sees issues from a variety of perspectives.	3		1							1	1				2			1	1		
Facilitates a culture where information is analysed and evaluated.	4		1								2					2		1	1		
mean	**2.5**		**3.0**					**4.0**					**3.8**					**2.4**			

Highest ratings

This section lists the items on which you received your highest scores (based on the average of all assessors' ratings). From others´ perspective, you have your individual strengths in these particular behavioural patterns.

Rank	Behaviour	Average score without Self	Competency
1	Facilitates a culture where information is analysed and evaluated.	4.00	Understands the Issues
2	Encourages others to look and learn beyond their own services for effective solutions.	3.86	Effectively Influences
2	Clearly defines the outcomes and results they require from others.	3.86	Understands the Issues
3	Ensures the council has robust performance management.	3.71	Understands the Issues
3	Gains the trust and respect of others.	3.71	Effectively Influences
4	Sees issues from a variety of perspectives.	3.57	Understands the Issues
5	Understands the market place – knows when and what to tender or commission.	3.43	Takes Commercial, Risk Managed Decisions
5	Encourages others to come up with workable solutions.	3.43	Understands the Issues
5	Uses financial data to ensure the best use of public money.	3.43	Takes Commercial, Risk Managed Decisions
6	Builds credibility.	3.29	Effectively Influences
6	Makes reasoned and balanced judgements from critically evaluated information.	3.29	Understands the Issues
6	Balances serving the public with ensuring the public gets value for money.	3.29	Takes Commercial, Risk Managed Decisions
6	Ensures staff are supported in their roles.	3.29	Confronts Pressures and Deals with Emotional Demands

Lowest ratings

This section lists the items on which you received your lowest scores (based on the average of all assessors' ratings). From others´ perspective, this is where you will find particular personal areas of development.

Rank	Behaviour	Average score without Self	Competency
1	Seeks, listens and evaluates the views of others.	1.57	Leads and Develops Others
2	Facilitates an environment in which others can thrive.	1.71	Leads and Develops Others
2	Motivates and inspires those with whom they come into contact.	1.71	Leads and Develops Others
3	Supports members, colleagues and partners through coaching, mentoring and sharing learning.	1.86	Leads and Develops Others
3	Looks widely and broadly across sectors for new ideas and initiatives.	1.86	Uses Creativity to Deliver Innovative Solutions
4	Recognises both the challenges and opportunities.	2.00	Articulates a Compelling Strategic Vision and Values
4	Presents a positive vision of the future to members, colleagues, stakeholders and partners.	2.00	Articulates a Compelling Strategic Vision and Values
4	Provides others - colleagues, staff, members, partners and stakeholders - with opportunities to develop new skills.	2.00	Leads and Develops Others
4	Is open to novel approaches.	2.00	Uses Creativity to Deliver Innovative Solutions
4	Embraces new technology.	2.00	Uses Creativity to Deliver Innovative Solutions

Chief Executive Officer Competencies and Development Tips

Leads & Develops Others

Facilitates an environment in which others can thrive despite scarce public resources by actively supporting all colleagues through coaching, mentoring and shared learning and experience. Provides others - colleagues, staff, members, partners and stakeholders with opportunities to learn new skills. Creates and promotes career development opportunities. Adopts a collaborative leadership approach through seeking and understanding the views of others. Provides empowerment and incentivising and motivating feedback to others - service users, staff and members. Ensures the Management Team take ownership of the training and development of staff. Creates, facilitates and ensures a culture of continuous improvement and organisational learning which enables the delivery of objectives, learning and development, innovation, experimentation and learning from success and failure.

1. Reflect on your leadership style and approach, are you personally leading the organisation through your direction, control or charisma or are you dispersing leadership throughout the organisation so that everybody in your organisation can lead the community? Talk this through with a coach.

2. Gather feedback on the extent to which your colleagues feel that this is a learning organisation or a blame culture. If the view is more towards the latter, immediately address that so that your authority can continuously improve and better deliver against objectives. Consider discussing this with a mentor.

3. Analyse the data on learning and development. What opportunities are provided for your staff, partners, members and stakeholders to learn new skills? If it's not where you want it to be empower your Learning and Development Team to develop a wider range of opportunities and lead the way by promoting coaching, engaging in mentoring and presenting shared learning.

Takes Commercial, Risk Managed Decisions

Makes sound commercial decisions which are in the public interest. Alive to business opportunities that either assist the council in achieving key objectives or deliver a return for the council. Able to focus on priorities and reduce expenditure in non-priority or critical areas. Balances serving the public with making sure the public gets value for money. Understands the market place – knows when and what to tender or commission. Takes prompt decisions and managed risks through weighing up pros and cons. Informs decisions with financial data to ensure the best use of public money. Uses credible evidence to drive decision making. Creates social value through maximising efficiency, thinking innovatively, driving action and using all sectors to deliver the best service for the community.

4. Reflect on the extent to which you feel you are a "steward of scare public resources". Do you have the skills and knowledge you need to fulfil this role? What would increase your confidence here? Follow up on this with specific learning objectives and actions, and consider if coaching would be helpful.

5. Discuss with your colleagues, members and partners the challenges of being ethically commercial. How well do they feel they are able to balance this challenge? What principles or guidance could you provide to help them with these difficult decisions?

6. Investigate the level of commercial skills in your authority and members. How could these be increased and invigorated? What are the opportunities for working with partners, shared learning or cross-fertilisation of skills? Ask your Finance and Learning and Development team to analyse the gaps and upskill.

Works in Partnership

Works in partnerships with members, partners, stakeholders, charities, voluntary organisations and others to deliver efficient and effective demand-led services. Networks effectively in a system which is characterised by ambiguity and complexity. Is receptive and empathetic towards members, staff, stakeholders, partners and citizens. Actively shares knowledge and expertise to help others deliver a better service. Is open, honest and realistic with members, stakeholders, partners, staff, and the public. Works with members to jointly deliver on their ambitions and policies.

7. Reflect honestly on your approach to partnership working. Do you still see the role of the authority as "Benevolent Municipalism" or are you on board with the idea of a "Networked Authority". Are you doing all you can to lead your colleagues and members to a new way of working in partnership? Talk this through with a coach.

8. Discuss with your colleagues whether the systems and practices in your authority are enabling them to take a "whole person approach" to care and other services. Empower them to challenge or change the system where it acts as a barrier.

9. Look at how you allocate your time. Are you giving the right proportion to interaction with your partners and networks? If not what can you do about this – can you combine more opportunities to enable a greater reach? Ask a mentor how they achieve this balance.

Effectively Influences

Negotiates effectively to ensure that communities achieve the best outcomes for investment. Promotes the benefits of combining a strong ethos of public service with prudent commerciality. Encourages colleagues to look beyond their own services and traditional methods to identify with effective solutions with scarce public resources. Builds credibility and gains the trust and respect of members, partners, stakeholders and staff.

1.	Reflect on the extent to which you encourage others to look beyond their own horizons and the extent to which you facilitate this by being open to unusual suggestions or solutions. Are you inadvertently discouraging this type of idea sharing? Discuss the effectiveness of your approach with a coach.
2.	Work on your influencing ability. In any situation identify how you can achieve a compromise where all parties feel satisfied. Identify where people push too hard or give in too easily. Set yourself up as an honest broker during tense, interpersonal situations. Step into situations before they become stressful. As appropriate gather immediate feedback on how helpful your interventions are.
3.	Consider your own credibility, are you seen as somebody to trust and respect? If not take steps to address that. Publicly accept blame when things go wrong; Express faith in the team's ability. Place any failure in a wider context to encourage perspective. Deflect criticism of people within your organisation by others. Declare you will take responsibility for your authority's results. Shared this with your staff and partners and ensure they understand you are all 'in this together'. This is a good area to work on in partnership with a coach or mentor.

Articulates a Compelling Strategic Vision and Values

Recognises the challenges and opportunities and sees beyond short term challenges to an optimistic future. Articulates a positive and compelling vision both internally and externally. Can develop vision into actions that deliver the desired outcomes. Understands members' aspirations for communities and develops the organisation's future potential to deliver. Thinks broadly to anchor that vision to the local community and service partners, stakeholders and sectors. Facilitates members to develop and articulate policies and priorities to turn the vision into reality.

4.	Reflect on organisational changes you have implemented. Has structural change delivered benefits for you? How can you move away from changing the structure to creating an environment that enables the staff in your authority to be what they need to be to deliver the best service?
5.	Challenge yourself to articulate your vision for your community and that of your members. Are they aligned? Are they understood? Are they anchored to the local community and inclusive of service partners and stakeholders? If not consider what you need to do, in partnership with others, to articulate a positive and compelling vision.
6.	Research different approaches to organisational structure and public sector working. How can you enable more fluid working in your authority and with your partner organisations? Is this something that a mentor could support?

Confronts Pressures and Deals with Emotional Demands

Delivers in a high pressure, high profile and complex environment. Maintains, promotes and encourages a positive outlook. Copes effectively with the emotional, intellectual and physical demands of a public service role and ensures the organisation supports staff in doing so. Handles the responsibility and accountability for making decisions that affect peoples' lives. Decisions made in a consistent way and confidently and persuasively explains rationale. Learns from experience and feedback, constantly developing and reflecting.

7.	Reflect on the extent to which you initiate and generate activity compared to the time you spend responding to others or fire-fighting. Do you feel you have the balance right? If not take steps to address this so that you make the impact you should. Work through the challenges with a coach.
8.	Discuss with colleagues (and possibly staff) the culture of your organisation in terms of how you and your staff cope with the emotional demands of your roles and maintain a positive outlook. Jointly come up with actions that can help relieve actual stress in staff and use change management techniques (such as organisational story-telling) to promote a positive attitude on a day to day basis.
9.	Calculate how much time you have invested in your own development over the last year. Are you making sufficient time to reflect on practice and learn from others? If not, what is the impact of that on you and your authority? Create a plan to address this and hold yourself accountable for investing in yourself.

Uses creativity to deliver innovative solutions

Looks widely and broadly across sectors and with members, stakeholders, partners and staff to generate new ideas and initiatives to meet current challenges and develop future strategies. Is not constrained by bureaucracy, the way things have traditionally been done, or resistance to change. Creates an environment and culture that enables idea sharing, creativity and innovation both internally and externally. Is able to challenge assumptions and be open to novel approaches, moving the organisation from rigid structures to agile, fluid and collaborative approaches. Embraces and promotes new technology and looks for ways it can be harnessed to improve service delivery, communications and alternate working patterns.

1.	Reflect on the challenge of delivering services within this era of "perma-austerity". What can you do to rethink your services and be creative in challenging times? Are you enlisting the support that is available to do this? Are you drawing on the talents of your staff, members, stakeholders and partners as much as you could?
2.	In consultation with your staff and colleagues look at whether your existing approaches or processes are still fit for purpose and whether any changes would deliver better outcomes. These do not have to be full scale reviews, they could be tiny tweaks that make a significant difference to the quality of service delivery even if they don't provide efficiencies.
3.	Consider the data you have on your local population. Are you accessing and using all of the data that is available? Is it providing you with insights that help you understand your local populations and engage with your citizens? If not review this with your senior team and ensure you are using technology and data to improve services and communication. Discuss with peers who is ahead of the game in this area and what can you learn from them.

Understands the Issues

With members works systematically through the complexity of issues facing local communities, recognising how any one issue is part of a larger issue and needs to be tackled in this context. Makes rational judgements from the available information and based on evidence and analysis, able to constructively challenge others' assumptions and recommendations. Ensures the council has robust performance management and management information systems to enable rational judgements to be made from the information and analysis. Clearly defines the required outcomes and results required. Enables and encourages members, staff, stakeholders, and partners so that a wide range of viable solutions are produced to match competing demands with legitimate expectations.
Is able to see issues from a variety of perspectives, supported by an understanding of the cultures and motivations of other agencies supporting citizens. Benefits from a portfolio career across a range of business areas and sectors. Facilitates a culture where information is analysed and evaluated to ensure evidence based decision-making and sound commissioning.

4.	Reflect on how "fresh" your perspective is. Have you been in this role or organisation for some time? Would you benefit from spending time in other authorities, partner organisations or local businesses to refresh? Quickly set up some informal opportunities and afterwards reflect on what you have learnt or how your view has been changed. Allow yourself to be challenged by a mentor, colleague or member on this.
5.	Discuss with your staff and members how rooted you are in the local community. Do you as individuals feel the impact of your policies? Do you know whether you are adapting central policies sufficiently for your local environment? Gather ideas on how you your authority could be more in touch with your community's needs.
6.	Review your performance data. How accountable are your senior team and the relevant staff for the performance of their service area? Consider whether you are setting sufficiently clear objectives, defining a clear enough direction and really holding others to account for their areas of responsibility. What more could you do here?

REPORT COMMENTARY

This report was generated using the SHL online Multirater Feedback System. It includes information from the Chief Executive 360 questionnaire. This competency framework and questionnaire was developed by SHL consultants in conjunction with stakeholders from the LGA. The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation. The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data. This report has been generated electronically - the user of the software can make amendments and additions to the text of the report. SHL Group Ltd. and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this excludes liability of every kind (including negligence) for its contents. This report is confidential and should not be published in any way - we cannot accept any liability if it is.

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