

Kent Competency	What we must do/need	What we must not do/don't need
Truth and Judgement	<ul style="list-style-type: none"> • Be accountable, make a decision and stand by it • Be truthful, honest and realistic, give reasons for decisions and actions • Stay grounded, speak honestly • Be aware of the political impact of your actions • Open to new ideas • Welcome challenge on how you do things 	<ul style="list-style-type: none"> • Make decisions in isolation • Blame others, start rumours • Hide facts for fear of upsetting others • Hold on to information unnecessarily • Use politics as an excuse • Be defensive
Conversation and Compassion	<ul style="list-style-type: none"> • Encourage free-flowing conversation, pick up the phone or go and speak to a colleague • Being sensitive to someone's needs and adjusting accordingly, accepting differences • Politeness when dealing with others - whatever level, check for mutual understanding • Listen carefully and act on what is being said – use clear language 	<ul style="list-style-type: none"> • Bully and blame others • Be blunt or defensive • Be uncaring about others and their opinions • Use jargon, be dismissive
Empowerment and Enterprise	<ul style="list-style-type: none"> • Delegate and trust staff to deliver, encourage others to succeed and help if needed • Value staff contributions, recognise skills, develop people and the business • Recognise initiative, be creative and share ideas • Have a 'can do' attitude, be positive, deal with things here and now • Make best use of the resources/technology/tools you have 	<ul style="list-style-type: none"> • Stifle ideas or take credit for others' ideas • Ignore others' abilities • Belittle others' opinions and ideas, be dismissive of lower grade staff • Withhold useful, helpful and important information • Give confused instructions
People and Partnerships	<ul style="list-style-type: none"> • Keep communication open, ask questions, listen to answers, act and feedback • Be customer-focused • Be visible and approachable to partners, public and staff • Co-operate with partners and colleagues to achieve common goals 	<ul style="list-style-type: none"> • Work in silos • Focus on processes rather than people • Lack of consultation • Drive through own agenda and forget the end goal • Makes no effort to work with other people

Kent Competency	What we must do/need	What we must not do/don't need
Character and Courage	<ul style="list-style-type: none"> • Be strong even in difficult situations - hold your nerve and stay positive • Be courageous and able to change your mind • Have the self-belief to see problems through to achieve the end goal • Work to find positive solutions, be creative • Be brave and don't be afraid of failure • Looking to challenge • Be proud of the work we do as one council, delivering positive outcomes 	<ul style="list-style-type: none"> • Look for the easy option to avoid conflict • Allow, or join in with, power games to slow progress • Hide behind others • Be lazy or negative • Cover your back • Go through the motions • Work in isolation and never listen to your customers
Outcomes and Delivery	<ul style="list-style-type: none"> • Be clear of what has got to be achieved, keep the end goal in mind • Share knowledge of best practice, learning from things that have not worked so well • Understand the priorities and work within the agreed timescales • Looking to learn • Prioritise and deliver no matter how big or small the task • Look for opportunities to deliver services and developments through joint working 	<ul style="list-style-type: none"> • Lose sight of the objectives and become blinkered • Force customers to fit one size • Unclear instructions/lack of communication • 'Can't do' approach • 'We have always done it this way' attitude
Radicalism and Urgency	<ul style="list-style-type: none"> • Dare to be different, have the courage of your convictions • Challenge the status quo, adapt to change • Don't just say it, do it • Move forward, take the initiative, suggest new ideas • Don't wait, initiate • Help people move forward with ideas • Urgent curiosity 	<ul style="list-style-type: none"> • Be closed to new ideas and not be willing to change • 'Not my job' attitude • Managers not listening to front line staff • Assuming a report achieves the required objective
Tools and Professionalism	<ul style="list-style-type: none"> • Speak and act professionally at all times • Be personally accountable for managing budgets and controlling costs • Look at ways of getting value for money • Ensure that your knowledge and skills are kept up to date 	<ul style="list-style-type: none"> • Let skills and knowledge become out of date

