

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

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

