

## Skills and competencies framework for Directors

Getting the best out of others	Inspiring engagement	You <b>provide inspirational leadership</b> . You work proactively to role model <b>open and regular communication, recognition and celebration of success</b> .
	Providing direction	You <b>translate BMet's objectives</b> into departmental plans and <b>use the College values</b> to guide ways of working. You <b>empower direct reports</b> to set direction for their teams.
	Managing team and individual performance	You <b>set SMART objectives and hold regular 1:1 reviews, addressing performance issues</b> in a timely manner. You <b>proactively monitor and review actions</b> taken to improve performance in your areas of responsibility.
	Coaching team members	You make time to observe and support your direct reports <b>using feedback to enhance performance</b> . You <b>coach your direct reports</b> to own and progress their personal development and career progression.
Demonstrating personal drive and influence	Taking ownership and accountability	You <b>demonstrate accountability</b> , owning your own decisions, actions, successes and failures as a department director and <b>show personal drive</b> for achieving results.
	Handling pressure and setbacks	You <b>persevere in the face of difficulties</b> and <b>manage your own emotions</b> when things go wrong. You <b>use your time and energy effectively</b> by focussing your attention on the things that matter.
	Influencing effectively	You <b>use a range of positive influencing styles</b> in working with others outside your department to generate commitment and get things done.
	Driving own development	You <b>demonstrate self-awareness and seek feedback</b> to understand how you come across to others, using that knowledge to <b>develop yourself personally and professionally</b> .
Delivering results	Putting students at the heart	You <b>place students and their experience at the heart</b> of decisions and actions. You <b>inspire teams to raise standards</b> and contribute to improving the student experience and student outcomes.
	Using data to drive performance	You <b>use all available data to scrutinise performance across your area of responsibility</b> , ensuring that targets are met and appropriate improvement strategies implemented. You <b>manage budgets</b> and ensure compliance with the College's financial policies.
	Solving problems	You role model <b>early identification of issues</b> and <b>take the initiative</b> to solve problems before they escalate.
	Driving continuous improvement and change	You champion <b>a culture of continuous improvement</b> through your own actions and by encouraging others to seek out and advocate new approaches and technology. You <b>effectively plan and manage change</b> .