

NS&I Consolidated Competency Framework

Setting Direction	Engaging People	Delivering Results
<u>Leading Others</u>	<u>Communication</u>	<u>Customer focus</u>
<p>Acting as a positive role model for NS&I's values and behaving with integrity by reinforcing positive behaviours and challenging negative behaviours. Providing others with focus, structure and discipline in pursuit of NS&I's vision and mission, by behaving honestly and responsibly in everything we do and say</p>	<p>Exchanging knowledge, information, ideas and feelings that enable people to deliver value in their work and avoid wasting time and money. We will always be open and cooperative with our partners, parliament and HMT (as our regulators), whilst also using clear, everyday language that is easy to understand.</p>	<p>We pay due regard to the interests of external customers (Retail and B2B) and internal customers (stakeholders) by acting with empathy and sensitivity to their requirements to ensure that they are treated fairly and in alignment with NS&I policies, procedures and management standards.</p> <p>Observing proper standards of market conduct and effective focus on customers ensures that we treat our customers as individuals, recognise their needs and act on their behalf decisively and professionally</p>
<u>Achievement Orientation</u>	<u>Team Working</u>	<u>Improving Business Performance</u>
<p>Facing challenges enthusiastically, focusing on what has to be done, planning ahead, managing risks and delivering results on time and within budget. Acting with due skill, care and diligence.</p>	<p>Co-operating and collaborating with others openly and honestly to pursue team goals and achieve high performance (in terms of time, cost and quality); and performing effectively with different people, at different tasks and in different environments.</p>	<p>Promoting and maintaining high performance standards, identifying opportunities for improvement to ways of working and productivity, continuously developing our people, simplifying our processes and reducing costs. By observing proper standards of market conduct and improving business performance ensures that we deliver sustainable long-term value to our customers and HM Treasury</p>
<u>Making Decisions</u>	<u>Managing third party relationships</u>	<u>Senior Manager Conduct (ExCo+)</u>
<p>Acting with integrity when analysing facts, data and unbiased opinions objectively and using this information to reach balanced and commercially sound decisions that are delivered with pace and confidence. Putting the obligations of NS&I and it's customers above own personal interest.</p>	<p>Developing and maintaining positive, professional, open and cooperative working relationships with NS&I's third parties including Cabinet Office, HMT, business partners, delivery agents, contractors and consultants</p> <p>By acting with integrity, observing proper standards of market conduct and effective management of third party relationships ensures that the opportunities, risks and challenges for NS&I represented by third parties will be managed constructively and efficiently in pursuit of NS&I vision and mission</p>	<ul style="list-style-type: none"> Acting strategically (relates to Making Decisions) Innovating and being flexible (relates to Improving Business Performance) Showing drive and resilience (relates to Achievement Orientation)

Leading Others

Descriptor: Acting as a positive role model for NS&I's values, behaving with integrity by reinforcing positive behaviours and challenging negative behaviours. Providing others with focus, structure and discipline in pursuit of NS&I's vision and mission, by behaving honestly and responsibly in everything we do and say

Why it's important: Leading others effectively ensures that people know what is expected from them in support of NS&I's vision and mission and have been delegated the authority, information and resources that they need to do so.

Level 5 – I will...	Level 4 – I will...	Level 3 – I will...	Level 2 – I will...	Level 1 – I will...
<ul style="list-style-type: none"> Provide an inspirational role model for others and lead with integrity and by personal example Motivate others and build their confidence in achieving the NS&I vision and strategy Promote a culture based on NS&I's values and core competencies and demonstrate personal commitment to these Welcome and expect challenges from others at all levels Demonstrate personal commitment to NS&I disciplines, procedures and ways of working Behave honestly and responsibly in everything I do and say 	<ul style="list-style-type: none"> Behave with honesty, integrity and responsibility in everything I do and say Channel peoples' capabilities and talents so that the NS&I vision and strategy can be achieved Intervene when agreed disciplines, procedures and ways of working are not followed Continually listen to new ideas and feedback from people who carry out NS&I's core activities Enable and encourage others to focus on customers and stakeholders, and to deal directly with them Develop leadership skills and capabilities in others 	<ul style="list-style-type: none"> Behave with honesty, integrity and responsibility in everything I do and say Devolve authority, information and resources to individuals and teams Coach and mentor others to achieve their full performance potential Manage others' performance constructively; this includes addressing under-performance where necessary Be willing and able to take unpopular decisions Continuously develop and improve my capabilities in leading others 	<ul style="list-style-type: none"> Behave with honesty, integrity and responsibility in everything I do and say Agree work objectives and performance standards with others, including cost, quality and on-time delivery measures Support and challenge others to deliver against their personal and team work objectives Help people to see how their personal performance contributes to the company's success 	<ul style="list-style-type: none"> Behave with honesty, integrity and responsibility in everything I do and say Accept accountability and responsibility for personal work objectives and performance standards Demonstrate personal commitment to NS&I's vision, values and core behavioural competencies Recognise and respect individual differences
<p>Senior Manager Conduct Rules (SMF)</p> <p>SM1: Take reasonable steps to ensure that the business of the firm for which I am responsible (specific to role) is controlled effectively</p> <p>SM2: Take reasonable steps to ensure that the business of the firm for which you are responsible complies with relevant requirements and standards of the regulatory system</p> <p>SM3: Take reasonable steps to ensure that any delegation of responsibilities is to an appropriate person and that you oversee the discharge of the delegated responsibility effectively</p> <p>SM4: Disclose appropriate any information of which the regulator (HMT) would reasonably expect notice</p>	<p>Senior Manager Conduct Rules (SMF)</p> <p>SM1: Take reasonable steps to ensure that the business of the firm for which I am responsible (specific to role) is controlled effectively</p> <p>SM2: Take reasonable steps to ensure that the business of the firm for which you are responsible complies with relevant requirements and standards of the regulatory system</p> <p>SM3: Take reasonable steps to ensure that any delegation of responsibilities is to an appropriate person and that you oversee the discharge of the delegated responsibility effectively</p> <p>SM4: Disclose appropriate any information of which the regulator (HMT) would reasonably expect notice</p>			

Negative Indicators:

Demonstrates behaviour contrary to NS&I vision, mission and values	Fails to devolve authority, information and/or resources to others
Overloads others by abdicating responsibility rather than delegating it	Discourages feedback and ideas from others; does not listen with respect to others
Avoids managing performance issues with individuals and teams	Does not link actions or inaction to consequences
Does not support others to deliver against their personal/team work objectives	Does not challenge others to deliver against personal/team work objectives
Does not help others to see how their personal performance contributes to NS&I's success	Does not show respect for individual differences between people

Negative Indicators for Senior Manager Conduct Rules only (SMF)

Failure to provide accurate or adequate information to the business and/or its auditors	Deliberately misleading colleagues, partners, customers and the regulator
Failure to comply with the relevant market codes and rules	Unreasonably failing to implement recommendations for improvements in systems and procedures
Failure to deal with the regulator in an open and cooperative way and failure to disclose appropriately any information of which the regulator would reasonably expect notice	Failing to take reasonable steps to adequately inform self about the affairs of the business for which the senior manager is responsible
Failure to review the competence, knowledge, skills and performance of staff to assess their suitability to fulfil their duties, despite evidence that their performance is unacceptable	Unreasonably failing to implement recommendations for improvements to systems and procedures in a timely manner

Achievement Orientation

Descriptor: Facing challenges enthusiastically, focusing on what has to be done, planning ahead, managing risks and delivering results on time and within budget. Acting with due skill, care and diligence.

Why it's important: Effective achievement orientation means that at all points in the organisation we understand and take ownership of our part in delivering NS&I's vision and mission and have been delegated the authority, information and resources that they need to do so.

Level 5 – I will...	Level 4 – I will...	Level 3 – I will...	Level 2 – I will...	Level 1 – I will...
<ul style="list-style-type: none"> Inspire people throughout NS&I to face challenges enthusiastically Promote focus on strategic planning and achievement of performance standards Promote focus on identifying , understanding, managing and controlling all sources of risk Define and manage effectively and efficiently the resources and capabilities needed to deliver NS&I's vision and strategy Be a role model for delivering what was promised, on time and within budget Act with due skill, care and diligence 	<ul style="list-style-type: none"> Energise and drive others to focus on what has to be done to deliver NS&I's visions and strategy, whilst acting with due skill, care and diligence Manage high-risk and complex projects and programmes effectively Establish systems to monitor progress against multiple plans and take appropriate actions Ensure efficient and effective use of limited resources by self and others against business need Encourage and develop others to demonstrate achievement orientation 	<ul style="list-style-type: none"> Agree team and individual targets and establish clear accountabilities and responsibilities Identify, understand and manage risks impacting on delivery and service levels demonstrating the application of due skill, care & diligence Monitor own and others' plans and performance against targets, milestones and deadlines Take appropriate action to ensure on-time delivery of results, within budget and agreed service levels Delegate work efficiently and effectively to others 	<ul style="list-style-type: none"> Contribute to planning targets, milestones and deadline for the team Focus diligently on what has to be done and avoid wasting resources on non-value adding activity Review plans and progress with others in time to take corrective action where necessary Manage time and other resources efficiently and effectively Apply skills and care in the execution of allocated work 	<ul style="list-style-type: none"> Face challenges enthusiastically Deliver personal objectives and results on time, with diligence, skill and care Manage personal workload effectively Ask for help when appropriate ('permission to panic')

Negative Indicators:

Fails to plan and prioritise activities against business., customer and stakeholder need	Does not ask for help or flag up problems proactively
Fails to identify and manage risks	Poor use of available resources, including time, technology, people and money
Fails to deliver results on time and within budget	Over-promises and under-delivers
Sets unachievable targets ignoring resource limitation	Does not manage personal workload effectively
Changes goals on an 'ad hoc' basis	Invests time and other resources on non-value adding activity
Does not track performance in terms of cost, quality and on-time delivery	Fails to demonstrate due skill, care and diligence when driving for results

Making Decisions

Descriptor: Acting with integrity when analysing facts, data and unbiased opinions objectively and using this information to reach balanced and commercially sound decisions that are delivered with pace and confidence. Putting the obligations of NS&I and it's customers above own personal interest.

Why it's important: Making decisions effectively ensures that we make it easy for people to do business with us, and that we are responsive to the requirements of our customers and needs and interests of our third parties.

Level 5 – I will...	Level 4 – I will...	Level 3 – I will...	Level 2 – I will...	Level 1 – I will...
<ul style="list-style-type: none"> • Demonstrate integrity and as a role model for delivering commercially sound decisions with pace and confidence • Promote the sound analysis of potential risks and rewards when making decisions • Involve others appropriately in decision making • Deal effectively with strategic problems, opportunities, issues and risks • Develop innovative solutions requiring research and analysis to support NS&I's continuing effectiveness 	<ul style="list-style-type: none"> • Encourage others to analyse facts, data and unbiased opinions objectively • Take a wide view when making decisions and consider how these may affect others and the business overall • Resolve complex and often cross functional issues • Act with integrity and make and stand by clear decisions that ensure the long term resolution of issues • Develop others' decision making capabilities and confidence 	<ul style="list-style-type: none"> • Effectively balance issues of on-time delivery, cost and quality in making decisions • Demonstrate integrity and fairness in making decisions • Review issues thoroughly to identify root causes • Analyse facts, data and unbiased opinions objectively to reach balanced decisions • Continuously develop and improve my decision making capabilities 	<ul style="list-style-type: none"> • Recognise new problems when they arise and identify when further investigation or assistance is necessary • Break problems down to understand them more clearly • Identify relevant information that is required to reach a decision • Demonstrate integrity when weighing up alternative solutions systematically, including considering commercial factors • Demonstrate confidence in own judgement and experience 	<ul style="list-style-type: none"> • Demonstrate integrity when solving day to day challenges within scope of own role • Make routine decisions without procrastination • Seek guidance when appropriate regarding decisions • Know when to refer the issues which are outside of my authority

Negative Indicators:

Takes narrow view when making decisions and does not consider other perspectives

Takes too wide a view when making decisions and involves too many people in decision making

Criticises others' decisions without offering realistic alternatives

Does not stand by decisions once made

Fails to act with integrity when making key decisions

Over-analyses before reaching a decision

Does not weigh up alternative solutions systematically

Escalates decisions to more senior colleagues unnecessarily

Take too long to reach decisions or does not reach a decision

Failure to put the obligations of NS&I and it's customers above own personal interest

Communication

Descriptor: Exchanging knowledge, information, ideas and feelings that enable people to deliver value in their work and avoid wasting time and money. We will always be open and cooperative with our partners, parliament and HMT (as our regulators)), whilst also using clear, everyday language that is easy to understand.

Why it's important: Effective communication enables us to be clear about what we are trying to achieve, reduces the risk of inefficiency and waste, builds positive working relationships and reflects our company values.

Level 5 – I will...	Level 4 – I will...	Level 3 – I will...	Level 2 – I will...	Level 1 – I will...
<ul style="list-style-type: none"> Communicate with a human touch, pace and confidence Deliver key messages to others that are motivational and relevant to them Present the strategic interests of NS&I passionately, persuasively and constructively using clear everyday language with others Apply a wide range of techniques to communicate strategic issues and priorities, internally and externally Check that people understand how their role contributes to organisational strategy Be open and cooperative with our partners and regulator (HMT) 	<ul style="list-style-type: none"> Communicate complex information clearly Recognise and plan to meet the communications needs of others Present the interests of my team persuasively and constructively to others Develop others' confidence and capabilities in communication Be open and cooperative with our partners and regulator (HMT) 	<ul style="list-style-type: none"> Check peoples' understanding by questioning and listening effectively and clarify ambiguities and confusion Facilitate meaningful discussion with others Apply a wide range of communication methods, styles and media Develop and continuously improve my ability to communicate effectively Be open and cooperative with our colleagues and other stakeholders 	<ul style="list-style-type: none"> Build trust by seeking the views of others and listening with respect to their ideas Use face-to-face open and cooperative communication to demonstrate a human touch, pace and confidence Learn to communicate in a variety of situations and with a variety of people Recognise the impact of my communication on others and customise the style and content as needed 	<ul style="list-style-type: none"> Communicate concisely, openly, cooperatively and accurately Always use clear, everyday language that is easy to understand Recognise my own and others' non-verbal communication, including tone of voice

Negative Indicators:

Does not modify language and style of communication to meet others needs

Avoids face-to-face communication

Uses e-mail inappropriately

Poor non-verbal communications e.g. lack of eye contact

Does not seek peoples' views

Does not show an active interest in people's concerns

Talks too much

Does not respond to others' communications needs

Does not use questions effectively to promote discussion

Does not avoid jargon in verbal or written communication

Team Working

Descriptor: Co-operating and collaborating with others openly and honestly to pursue team goals and achieve high performance (in terms of time, cost and quality); and performing effectively with different people, at different tasks and in different environments.

Why it's important: Effective teamwork ensures that common work approaches are deployed, complementary skill sets are fully utilised, limited resources are used effectively, problems are resolved quickly and we support each other in delivering our vision and mission

Level 5 – I will...	Level 4 – I will...	Level 3 – I will...	Level 2 – I will...	Level 1 – I will...
<ul style="list-style-type: none"> Champion teamwork and promote a culture of 'one team' and team-based working throughout NS&I Build a sustain team-based working with our business partner for mutual benefit Demonstrate personal, integrity and commitment to benefits of teamwork, cooperation and collaboration Seek to create high performance teams and promote their successes 	<ul style="list-style-type: none"> Encourage and facilitate open exchanges of views, ideas and opinions at all levels in support of business need Lead cross functional and cross organisational decision making, problem solving and project work Recognise strengths and development needs within my team Develop team working skills and behaviours in others 	<ul style="list-style-type: none"> Contribute to cross functional decision making, problem solving and project work Resolve differences and conflicts with other teams constructively and assertively Develop own team working skills and behaviours Be enthusiastic about opportunities to work with different people at different tasks Continuously develop and improve my team working capabilities 	<ul style="list-style-type: none"> Cooperate with other teams and departments across NS&I and our business partner in support of business need Help, support and coach other team members to achieve their goals Resolve, differences and conflicts within my own team constructively and assertively Learn new skills and try new ways of working for the benefit of the team 	<ul style="list-style-type: none"> Show empathy for, and sensitivity to, others' needs and wants Show respect for diversity and differences within my team Take part in decision making and problem solving within own area of expertise Quickly share problems that cannot be resolved alone Give priority to the needs of the team over personal needs

Negative Indicators:

Inflexibility	Fails to form positive cross company relationships
Does not demonstrate empathy for other peoples' perspective	Does not help others to achieve their goals or make self available to others
Puts self interest above team interest	Behaves aggressively or passively towards others, rather than assertively
Imposes own solutions without consulting or engaging others	Fails to follow common work approaches within own team
Criticises other people and teams rather than providing constructive feedback	

Managing Third Party Relationships

Descriptor: Developing and maintaining positive, professional, open and cooperative working relationships with NS&I's third parties including Cabinet Office HMT, business partners, delivery agents, contractors and consultants.

Why it's important: By acting with integrity, observing proper standards of market conduct and effective management of third party relationships ensures that the opportunities, risks and challenges for NS&I represented by third parties will be managed constructively and efficiently in pursuit of NS&I vision and mission

Level 5 – I will...	Level 4 – I will...	Level 3 – I will...	Level 2 – I will...	Level 1 – I will...
<ul style="list-style-type: none"> Champion positive, open and cooperative working relationships with third parties throughout NS&I Be a role model in developing, managing and maintaining positive and professional working relationships with NS&I's third parties Establish clear, realistic and appropriate goals and boundaries with business partners and delivery agents Create new solutions to meet opportunities, risks and challenges presented by NS&I's third parties 	<ul style="list-style-type: none"> Demonstrate empathy for the needs and interests of third parties to NS&I Manage open and cooperative working relationships with third parties assertively to achieve effective and accepted outcomes Demonstrate awareness of third party changing circumstances, needs and interests Develop relationship management skills and behaviours in others 	<ul style="list-style-type: none"> Apply commercial thinking in working with third parties and ensure value for NS&I Evaluate the needs and interests of third parties to NS&I and recommend action Seek feedback on the ongoing working relationship with third parties within scope of won role Continuously develop and improve my capabilities in managing third party relationships Be open and cooperative in working relationships with third parties and throughout NS&I 	<ul style="list-style-type: none"> Engage in positive, open and cooperative and constructive dialogue with third parties regarding their needs and interests Develop personal knowledge and understanding of the needs and interests of third parties relevant to my role Respond constructively and professionally to direct or indirect feedback from third parties 	<ul style="list-style-type: none"> Demonstrate awareness and understanding of third parties to NS&I including HM Treasury, business partners and delivery agents and their needs in broad terms Respond constructively, openly, cooperatively and professionally to requests and queries from third parties Show respect and courtesy to the third parties with whom I interact and work

Negative Indicators:

Fails to show empathy for the needs and interests of third parties to NS&I (e.g. Cabinet Office, HMT, business partners and delivery agents) when solving problems

Talks disparagingly about third parties within NS&I

Makes decisions without taking account of the needs and interests of third parties to NS&I

Fails to apply commercial thinking and wastes NS&I resource when working with third parties

Avoids contact, openness, cooperation and collaboration with third parties within scope of own role

Fails to form positive third party working relationships required in cope of role

Shows lack of respect and trust for third parties to NS&I

Behaves aggressively or passively towards third party colleagues, rather than assertively

Customer Focus

Descriptor: We pay due regard to the interests of external customers (Retail and B2B) and internal customers (stakeholders) by acting with empathy and sensitivity to their requirements to ensure that they are treated fairly and in alignment with NS&I policies, procedures and management standards.

Why it's important: Observing proper standards of market conduct and effective focus on customers ensures that we treat our customers as individuals, recognise their needs and act on their behalf decisively and professionally

Level 5 – I will...	Level 4 – I will...	Level 3 – I will...	Level 2 – I will...	Level 1 – I will...
<ul style="list-style-type: none"> Champion the customer and promote customer focus throughout NS&I Anticipate and pay due regard to customer needs and interests, whilst taking these into account in setting direction Develop and maintain positive working relationships with our customers Ensure customer relationships are developed in line with NS&I compliance and risk policies Act as a role model for customer focus by observing proper standards of market conduct, living the NS&I values, treating customers fairly and challenging activities that may be in conflict 	<ul style="list-style-type: none"> Pay due regard to and demonstrate empathy for customers Manage customer relationships with integrity Show responsiveness to customer changing circumstances, needs and interests Create new solutions to meet customer needs and ensure that they are treated fairly Develop customer focus in others Observe proper standards of market conduct 	<ul style="list-style-type: none"> Pay due regard to and evaluate the needs and interest of NS&I customers Contribute to decisions on service quality standards and the fair treatment of customers, whilst observing proper standards of market conduct Monitor fair treatment for customers and seek opportunities to improve Engage in constructive dialogue with my customers regarding their needs Continuously develop and improve my customer focus capabilities 	<ul style="list-style-type: none"> Develop personal knowledge and understanding of my customers' requirements, needs and interests Seek feedback from my customers on their experience Demonstrate awareness of and attention to the fair treatment of customers Respond constructively in the scope of my role to feedback on the service provided to customers Observe proper standards of market conduct 	<ul style="list-style-type: none"> Demonstrate awareness and understanding of my customers (internal and external) and their needs in broad terms Respond on time and accurately to the needs of my customers in relation to my role Seek to understand the implications of fair treatment of customers in relation to my role Observe proper standards of market conduct

Negative Indicators:

Fails to assess and take into account the impact of their decisions on customers (internal and/or external)

Avoids contact with internal and/or external customers (in scope of role)

Does not seek or respond constructively to customer feedback (in the cope of role)

Shows lack of respect and trust for customers (internal and/or external)

Fails to prioritise customer needs when making decisions, solving problems and delivering projects

Looks for obstacles rather than ways forward in working with customers

Fails to respond promptly to changes in customers requirements

Fails to respond on time or accurately to customer needs

Fails to respond promptly to customer complaints

Fails to observe proper standards of market conduct by engaging in activities which have, or might reasonably be regarded as likely to have, a negative effect on confidence in the UK financial system

Improving Business Performance

Descriptor: Promoting and maintaining high performance standards, identifying opportunities for improvement to ways of working and productivity, continuously developing our people, simplifying our processes and reducing costs.

Why it's important: By observing proper standards of market conduct and improving business performance ensures that we deliver sustainable long-term value to our customers and HM Treasury.

Level 5 – I will...	Level 4 – I will...	Level 3 – I will...	Level 2 – I will...	Level 1 – I will...
<ul style="list-style-type: none"> Champion continuous improvement to ways of working and productivity throughout NS&I Create a culture of high performance Promote 'learning for everybody' through continuous development of skills and knowledge Promote a focus on simplifying our processes Promote a focus on reducing our costs observing proper standards of market conduct 	<ul style="list-style-type: none"> Develop others' confidence and capabilities in improving business performance Develop others' capabilities in observing proper standards of market conduct Identify and explore potential commercial and technological opportunities for cost reduction and/or process improvement Create learning and development plans and solutions for others Plan and communicate change effectively including managing all sources of risk 	<ul style="list-style-type: none"> Encourage others to identify opportunities for improvement to processes and ways of working and develop solutions Seek ways to improve personal productivity and productivity of others Support and challenge others to cope with change and new working practices Develop own capabilities in continuously improving business performance and the observance of proper standards of market conduct 	<ul style="list-style-type: none"> Identify opportunities for improvement to processes, the observance of proper standards of market conduct and ways of working Give constructive feedback to others Demonstrate awareness of own strengths and development areas Seek and respond positively to feedback from others 	<ul style="list-style-type: none"> Respond positively to opportunities to improve business performance within the scope of my role Adapt to changing circumstances while maintaining performance standards Learn new skills and ways of working appropriate to my role and the needs of the business

Negative Indicators:

Does not strive for high performance standards

Resists and rejects change and new ways of working

Does not identify opportunities for improvement to ways of working in productivity

Is unreceptive to performance feedback

Does not develop own skills and capabilities

Speaks negatively to customers about changes at work

Does not identify opportunities to reduce costs at work (in scope of role)

Avoids giving balanced feedback to others including constructive criticism

Accepts the status quo

Accepts underperformance from others

Senior Manager Conduct

Acting Strategically

Descriptor: High performing leaders set a vision for the future based on their broad understanding of the context for the organisation. They act now to make the most of opportunities to implement change where this will achieve improvement. Such leaders demonstrate high levels of seeking and networking for information. By 'horizon scanning', they are positioned to shape the vision for the organisation as well as understand how to influence others.

Why it's important: NS&I Executives need to have a long-term perspective when making decisions about the present, driven by a motivation to achieve improvements. This strategic vision will enable them to take the radical decisions that may be needed to modernise the organisation and make it highly responsive to the needs of its stakeholders. The improvement of services requires leaders who are prepared to take some risks and to challenge the way things are done.

Indicators:

Looks to the future and is able to see current opportunities and linkages that others may not see; acts on these	Makes the most of current opportunities to bring about improvements that are of benefit to customers and other stakeholders
Systematic ways of informing themselves about key contextual developments for NS&I	Able to interpret the likely direction of changes in government policy and the financial services industry and beyond
Prepared to undertake transformational, rather than just incremental, change where this will achieve service improvement	Uses their insights into the broad strategic direction of government and the financial services industry to help shape and modernise the culture and ways of working at NS&I

Showing Drive and Resilience

Descriptor: High performing leaders are motivated to transform and continuously improve the experience of customers and other stakeholders. Such leaders display a deep commitment to making performance improvements, combined with a realistic awareness about what can and cannot be done when setting targets.

They are extremely self-motivated and resilient in a range of complex and demanding situations, while being able to recognise and influence positively the emotional reactions of others.

Why it's important: NS&I Executives operate in a complex stakeholder environment. Those with strategic vision also need to be prepared to put the vision into action and to bring others with them. In order to balance the needs of their stakeholders while deploying NS&I's vision and strategy, they have to understand - and manage - the factors that are driving them forward and those that are constraining their progress. They need to be able to: manage their own emotions at work effectively; to motivate themselves; and to avoid having a negative impact on the feelings and emotions of others. Their role is to inspire others to keep going when faced with adversity, and to strive for continuous improvement.

Indicators:

Sets stretching and realistic targets and takes calculated risks – with the aim of delivering added value to the service	Manages their own energy, pacing their efforts for the long haul
Focuses their own, and others', energy on adding value, rather than being constrained by old ways of working	Pays attention to others' anxieties and problems, and encourages them to find ways of dealing constructively with these issues
Persists in getting the key facts of a situation and distinguishing fact from opinion	Is able to absorb and deal constructively with criticism and resistance to change

Innovating and being flexible

Descriptor: High performing leaders are able to keep an open mind, assess complex situations quickly and draw pragmatic conclusions. They are able to switch between the significant detail and the 'big picture' to define and drive through change and service improvement.

Why it's important: NS&I Executives need to be able to balance short and long-term priorities, especially where resources are finite, and in order to provide direction to others. This requires the ability to move rapidly between 'big picture' thinking and paying sufficient attention to significant detail. To define and drive through change and reorganisation or to reconfigure and reorganise services so that they are more responsive to the needs of diverse stakeholders, a leader needs to be receptive to new ideas, especially around how customers are treated and involved in decision making.

Indicators:

Crystallises key points from a mass of disparate information and makes sense of complex situations	Open to innovative thinking and encourages experimentation in others
Comes up with new ways of explaining something complex	Makes it a priority to know about the customer experience and to seize opportunities to improve it
Receptive to fresh insights and perspectives from diverse sources	Encourages others to be creative in finding ways of developing service improvements
Understands that change may have to be radical to achieve service improvement	