NCC have worked with their internal Organisational Development lead and external Chartered Psychologist to bring together NCC organisational values, Living Leader and Nolan principles into the following framework that has been designed for the recruitment of the Chief Executive Officer and subsequent executive posts.

NCC DRAFT LEADERSHIP FRAMEWORK FOR EXECUTIVE INTERVIEWING

BEING: Courage and Authenticity: Having the courage and self-awareness to authentically be our whole selves — strengths, vulnerabilities, and differences. Having the courage to authentically show up with openness, vulnerability and integrity.

Positive behaviours:
- Self awareness
    - Evaluates their effectiveness, both positive and negative, and plans ways to develop
    - Admits when they do not know something
    - Remains calm, objective and fair in the face of challenge
    - Is able to set and maintain their boundaries with regards to work and people
    - Demonstrates resilience, yet is able to recognise when they need to stop and rest
- Regard of others
    - Demonstrates concern about the needs of colleagues and customers
    - Notices when someone is struggling and offers help
    - Is fair, considerate, and tactful with colleagues and customers
    - Ensures the wellbeing of all individuals is valued across the organisation
    - Actively seeks opportunities to increase knowledge and insights of challenges faced by under-represented groups
- Self-development
    - Actively seeks opportunities to develop their skills
    - Asks for help when needed
    - Openly seeks feedback from others in order to refine their approach
- Courage
    - Confronts issues and challenges assumptions at the highest levels, no matter how uncomfortable, in an assertive yet constructive way
    - Makes decisions based on values
    - Does what is right, not what is easy
    - Admits mistakes and accepts responsibility
    - Has the courage to have difficult, but necessary conversations

SUPPORTING: Influence: Communicating in a purpose-driven way that inspires self and others to do what is genuinely important and to stretch beyond existing boundaries

- Empowers others to develop
  - Asks questions and listens to colleagues and empowers them to come up with answers
  - Develops and maintains an organisational commitment to empowering colleagues to take responsibility for their learning
  - Builds a strong culture of continuous learning and knowledge sharing
  - Promotes the importance of developing everyone to their full potential
  - Provides mentoring and coaching to their team
- Communicates purpose
  - Communicates purpose and direction with respect, clarity and enthusiasm
  - Communicates with honesty, integrity, impartiality and objectivity
  - Ensures colleagues understand their role and purpose within the wider business
  - Presents a clear and focused strategy with direction for the future
- Builds trust
  - Consciously works towards building trust, keeping promises and honestly communicating with colleagues
  - Demonstrates transparency around decisions and create a culture where others feel able to challenge decisions being made
  - Establishes an environment where all colleagues feel safe to challenge without fear
- Promotes inclusivity & collaboration
  - Creates an inclusive and collaborative working culture which values diversity and encourages, openness, approachability and sensitivity
  - Creates a culture where bullying, harassment and discrimination are unacceptable
  - Creates an inclusive environment where diversity is valued and there is equality of opportunity for all
  - Seeks opinions and makes decisions by consensus
  - Develops a culture where colleagues consider the individual needs of people when deciding how to communicate and understands the impacts of the chosen methods

DOING: Enduring Value Creation: Serving multiple constituencies — self, team, organization, family, community and world — to sustain enduring performance and contribution for the long-term.

- Stakeholder focus
  - Ensures early and continued engagement with the right stakeholders when making recommendations or decisions
  - Ensures the team has an in-depth and evolving understanding of the broad range of stakeholder's requirements
  - Emphasises the importance of considering the different needs of stakeholders
  - Works across the organisation to ensure delivery of excellence and expertise to stakeholders
  - Ensures all colleagues and stakeholders involved in delivery are clear about the impacts of poor service and communication
- Drives innovation & change
  - Proactively champions and leads change, seeking innovative new approaches, policies and systems that add value to the organisation
  - Develops a culture of innovation, flexibility and responsiveness enabling teams to swiftly respond to change
  - Constructively challenges decision making, structures and processes and offers alternatives
  - Considers the full impact of change on the organisational culture, wider organisational structures and stakeholders
- Strategic thinking
  - Creates clear long-term strategies focused on adding value to stakeholders and making real, lasting change
  - Sets and maintains a clear direction for the team, with highly focused priorities and project and programme outcomes
  - Develops team or functional strategies and priorities while considering a wide range of political, local and national pressures
  - Defines and integrates clear structures, systems and resources across the team which promote efficient service delivery
- Encourages excellence
  - Encourages a performance culture across the team giving them the space to deliver objectives, whilst holding them accountable for outcome
  - Acts for the wider good of the organisation by improving governance to meet objectives
  - Strives to simplify approaches to create an effective organisation ensuring full consideration of the needs of the diverse range of stakeholders
  - Enables the organisation to remain focused on core priorities irrespective of external challenges