

# Our competency framework

Director



In this document, you'll find descriptions of the five competencies which form our Selection and Assessment Framework. These are underpinned by the Barclays Capabilities, which describe the skills our colleagues need to achieve our goal of becoming the 'Go-To' Bank.

You will be assessed against 3-5 of these competencies, and you'll be told before your interview which these are.

# 1. Leadership skills

Leads by example, builds strong relationships, motivates and inspires people. Takes accountability for own development and supports others through sharing knowledge and honest two-way feedback.

## What does this look like?

### CAPABILITIES

#### Developing others

### BEHAVIOURS

- Ensures the culture, resources and support are in place to drive meaningful development in their area.
- Instils learning and development as an on-going activity in their area, ensuring others are consistently challenged to improve their skills and capabilities.
- Removes the barriers that inhibit individual and team development.
- Identifies and builds a pipeline of talent to secure the expertise needed for future success in their area.

#### Enabling high performance

- Sets the standards of performance required to achieve the organisation's future goals and priorities.
- Promotes a culture where managers empower and support their teams to enhance team performance and in doing so manage risk appropriately.
- Takes ownership for the long-term contribution of their area to the bank's performance.
- Ensures robust performance management processes are in place, tackling underperformance and behaviour that goes against the values.

## 2. Business skills

Applies analytical reasoning and judgement to solve problems, employing appropriate resources to drive continuous improvement and innovation. Makes informed transparent decisions and considers the broader implications. Takes ownership for decisions that impact your area.

### What does this look like?

#### CAPABILITIES

Driving continuous improvement and innovation

#### BEHAVIOURS

- Has a deep understanding of review and improvement methodologies and coaches managers with their application in a range of contexts.
- Strives to be 'best in class' in own business area, benchmarking extensively and promoting innovation.
- Drives creativity by putting processes and structures in place that enable continuous improvement and breakthrough innovation.
- Commits time and resources to supporting their teams to deliver practical and ethical solutions, overcome resistance and transform services.

Defining and executing change

- Communicates a compelling vision for change, explaining how it aligns with business priorities and with the bank's values.
- Builds enthusiasm and support for changing initiatives, dealing with issues in a positive and constructive manner.
- Supports managers in creating the conditions that enable teams to deliver change initiatives successfully, removing obstacles to progress.
- Ensures progress is monitored and obstacles are overcome, taking ownership for the successful implementation of change programmes across business areas.

Commercial decision making

- Has an in-depth understanding of the business, its drivers and uses these to support effective decision making.
- Uses objective analysis to arrive at sound, evidence-based decisions that drive commercial performance and uphold the values.
- Reconciles conflicting information and the different priorities of key stakeholders to inform effective decision making.
- Proactively identifies and removes obstacles that prevent teams from responding flexibly to changing requirements and staying focussed on results.
- Demonstrates a deep understanding of the potential impact of decisions on key stakeholders, anticipating and dealing with likely issues.

## 3. Interpersonal skills

Effectively communicates and influences different audiences using suitable channels for achieving clear outcomes, consensus and conflict resolution. Takes initiative to effectively partner and collaborate across the organisation and externally to drive performance.

### What does this look like?

#### CAPABILITIES

#### Building self-insight

#### BEHAVIOURS

- Ensures managers engage with their teams to help them build an accurate understanding of their drivers, strengths and development areas.
- Acts as a role model by demonstrating a deep awareness of self and the ability to adapt their style to be effective in a wide range of situations.
- Challenges leaders across their area to build their people skills and maximise their personal impact.
- Role models how to apply self-insight in a way that has a positive influence on others and drives action.

#### Building relationships

- Supports the development of a trusting and respectful work environment that embraces and values diversity.
- Breaks down barriers to building internal and external relationships that support the delivery of the area's strategic objectives.
- Creates an environment where different perspectives are valued and used to achieve mutually beneficial outcomes.
- Influences with impact and credibility at all levels, anticipating objections and working through tensions.

#### Working collaboratively

- Encourages teams within and outside of their area to share knowledge, ideas and opinions to achieve shared objectives and agendas.
- Actively promotes collaboration by challenging activities that create silo working and removing barriers that hinder effective teamwork.
- Ensures business area/function objectives and how these align to customer/client objectives are widely shared and understood.
- Translates the bank's strategy into transparent responsibilities and accountabilities for their area.

## 4. Control environment

Proactively identifies and monitors risk. Takes accountability for mitigation by understanding risk drivers, escalation and careful adherence to the bank's policies, procedures and practices.

### What does this look like?

#### CAPABILITIES

Building an effective Control environment

#### BEHAVIOURS

- Promotes an environment in which the risk and control framework is valued and understood and ensures that controls are in place to monitor this.
- Ensures there is a full end to end understanding of processes, risks and controls in their business with sufficient controls assurance in place. When issues are identified, improvements are implemented.
- Guides and coaches their reports in building an environment where everyone understands their accountabilities and responsibility, including managing risk against appetite.
- Supports a risk aware culture that ensures solutions to issues are developed and colleagues learn from their mistakes.

## 5. Technical skills

At Barclays we have a hugely diverse range of opportunities, and each unique role requires different skills. Part of your interview will be dedicated to the role specific skills you'll need.