

# Our competency framework

Managing 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

- Establishes consistent and fair initiatives and policies to drive group-wide learning and development.
- Sets challenging objectives for personal, team and functional improvement and holds others to account in delivering these.
- Champions group-wide development activity and creates a culture where individual and team development are valued.
- Takes the lead in driving succession planning, ensuring the organisation retains and develops the key talent needed for the future.

#### Enabling high performance

- Plays a key role in setting the strategy and direction needed to allow the Bank to achieve its ambition.
- Enables leaders to take calculated risks, within risk appetite, by delegating trust and responsibility to deliver success in their area.
- Assumes accountability for the performance and standards achieved by the organisation as a whole.
- Creates a culture where success is celebrated and underperformance is consistently challenged and addressed.

## 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

- Shapes and drives a culture of continuous review and improvement across the organisation.
- Creates an environment that recognises the value of step change and actively encourages the role of innovation in supporting this.
- Establishes a culture that enables sustainable, long-term improvements where innovation and creativity can flourish.
- Strives to continually improve business processes that impact positively on the business and uphold the values.

Defining and executing change

- Identifies the change programmes needed to drive business performance and enhance its reputation.
- Drives change through, inspiring confidence, support and sponsorship with stakeholders, by demonstrating the quality and conviction of their vision, a compelling narrative, relentless intent and courage.
- Ensures sufficient time and resources are allocated to drive and sustain meaningful change.
- Takes personal responsibility for ensuring that the need for change is embedded across the organisation.

Commercial decision making

- Actively drives the commercial success of the bank in a way that aligns with its values and enhances its reputation.
- Identifies opportunities and risks in complex commercial trends and financial data to arrive at robust decisions that transform business activity.
- Proactively seeks input from stakeholders both inside and outside the bank, cutting through complexity and ambiguity to arrive at sound decisions.
- Takes a flexible, agile decision making process to shape strategic direction, responding positively to changing internal and external circumstances.
- Promotes a culture in which the needs and perspectives of a wide range of stakeholders and partners are at the forefront of decision-making.

### 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**

- Creates an open culture where understanding own drivers, strengths and development areas is actively encouraged and valued.
- Champions an open and positive culture where others understand their personal impact and continuously develop their self-awareness.
- Supports a culture where the development of people skills is given the same priority as technical skills.
- Applies a range of influencing styles to drive the performance of the wider business.

**Building relationships**

- Creates and maintains a culture in which trust and mutual respect are valued, challenging people and systems that do not support this.
- Creates critical networks and partnerships that support the organisation’s strategy and agenda.
- Builds strong strategic alliances, using different perspectives to navigate complex and political situations, to drive sustainable benefits for all.
- Uses complex influencing strategies and conveys a strong vision to achieve results and obtain buy-in across the organisation.

**Working collaboratively**

- Builds a culture where involvement and sharing are seen as essential for the achievement of shared objectives and agendas.
- Drives cross-boundary collaboration and joined-up working.
- Translates the wider strategic agenda into engaging and meaningful objectives for business areas and functions that aligns with customer/client needs.
- Sets a clear agenda where business areas and functions understand their contribution to the future success of the organisation.

## 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

- Champions a culture where all colleagues understand and follow the framework within which the bank follows risk and takes accountability for ensuring this.
- Takes personal accountability for ensuring that processes, risks and controls are applied in way that achieves the right outcome for the bank and its customers/clients.
- Takes ultimate responsibility for ensuring that all colleagues in their area have a clear understanding of their role and accountability, including managing risk against appetite.
- Drives an open, risk aware culture where colleagues are rewarded for speaking out and doing the right thing and mistakes are learned from.

## 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.