

JLP Capability Framework - Partner Level

Our Purpose	Leads Self, Leads Others, Leads Organisation			Leads Organisation Only
Happier People 	Teamwork Building effective working relationships and collaborating with others to get things done.	Communication Communicating with others in a way that is appropriate for the audience or situation at hand.	Growth Focusing on learning and development to support ongoing growth.	Inclusivity Promoting inclusivity and encouraging everyone to have a voice.
Happier Business 	Problem Solving Analysing and evaluating information, and using it to identify sound business solutions.	Adapting to Change Being responsive to changing requirements and remaining positive in the face of challenges or setbacks.	Ownership Having a clear sense of ownership and taking responsibility for making things happen.	Courage Handling difficult or challenging situations, and dealing effectively with setbacks.
Happier World 	Delivery Doing what is right and focusing on upholding quality standards	Customer Focus Putting customers first, and consistently seeking to meet their needs and expectations.	Innovation Looking out for ways to work better and finding new ways to meet society's needs.	Authenticity Building trust and respect by being straightforward and honest and saying what needs to be said.

<p>Our Purpose</p>	<p>‘Leads Self’ Capability Framework for Non-People Managers at Partner Levels 5-10</p>		
<p>Happier People</p> 	<p>Teamwork and Collaboration</p> <p>Works collaboratively and gets along well with other people. Contributes to high levels of performance via teamwork and the maintenance of cohesive working relationships over time.</p>	<p>Effective Communication</p> <p>Is quick to establish rapport with other people and comfortably interacts with a wide range of stakeholders. Listens attentively in order to facilitate effective two-way communication.</p>	<p>Growth Mindset</p> <p>Demonstrates a desire to grow and develop in their career. Capitalises on opportunities to learn new skills and enhance capabilities over time.</p>
<p>Happier Business</p> 	<p>Problem Solving</p> <p>Effectively analyses and uses a range of data types to solve problems as required. Breaks down complex information to identify root causes of problems and identify effective solutions.</p>	<p>Flexibility and Resilience</p> <p>Embraces the need to change and flexibly adapts as required. Maintains a sense of optimism and copes well with any setbacks that may arise.</p>	<p>Action and Ownership</p> <p>Highly motivated and driven, and takes on new challenges with energy and enthusiasm. Is proactive and quick to exercise initiative.</p>
<p>Happier World</p> 	<p>Quality and Reliability</p> <p>Plans ahead and works in a systematic and organised way. Places importance on delivering high-quality services or products, operating with integrity, and doing what is right.</p>	<p>Customer Focus</p> <p>Puts the customer at the heart of everything. Takes time to identify customer needs and expectations, and then ensure these are consistently met.</p>	<p>Improvement Focus</p> <p>Puts forward fresh ideas and creative new solutions. Readily looks for new and improved ways to achieve targeted goals and objectives.</p>

<p>Our Purpose</p>	<p>‘Leads Others’ Capability Framework for People Managers at Partner Levels 8-5</p>		
<p>Happier People</p> 	<p>Collaborating and Supporting</p> <p>Makes effective connections with key internal and external stakeholders. Works collaboratively and maintains effective working relationships over time. Helps drive high levels of team performance via the promotion of teamwork and cohesion.</p>	<p>Communicating and Influencing</p> <p>Is quick to establish rapport and has an engaging way of communicating and persuading others to their point of view. Organises their communication effectively and adapts their style as needed.</p>	<p>Nurturing Growth and Development</p> <p>Actively supports others in their development and provides appropriate help and coaching as required. Acts as a role model for ongoing learning and development.</p>
<p>Happier Business</p> 	<p>Applying Analytics and Insights</p> <p>Effectively analyses and uses a range of data types to solve problems as required. Gets to the heart of complex issues with an analytical approach to decision making.</p>	<p>Demonstrating Agility and Resilience</p> <p>Demonstrates resilience and embraces the need to change. Manages pressure effectively and copes well with setbacks. Knows when to let go of set plans and change direction or approach.</p>	<p>Inspiring Ownership</p> <p>Initiates action and takes responsibility for driving action and ownership in themselves and others. Engages and motivates both self and others, creates an environment where people feel supported to take risks.</p>
<p>Happier World</p> 	<p>Planning and Delivering Excellence</p> <p>Plans ahead and works in an organised manner. Focuses on the delivery of high-quality services and/or products. Places importance on operating with integrity and doing what is right.</p>	<p>Focusing on the Customer</p> <p>Puts the customer at the heart of everything. Takes time to identify and meet customer needs and expectations. Focuses on delivering outcomes that delight the customer and create sustainable value for the Partnership.</p>	<p>Creating and Innovating</p> <p>Steps back from the detail and views situations from a broad perspective to generate fresh ideas and innovative solutions. Draws inspiration from a wide range of internal and external sources.</p>

Our Purpose	Leads Organisation Capability Framework for Senior Leaders at Partner Levels 4+			
<p>Happier People</p> 	<p>Building Collaboration</p> <p>Makes effective connections with key internal and external stakeholders. Works collaboratively and maintains effective working relationships over time. Drives high levels of performance by breaking down silos and actively promoting teamwork and cohesion across the business.</p>	<p>Communicating and Influencing</p> <p>Is quick to establish rapport and has an engaging way of communicating and persuading others to their point of view. Organises their communication effectively and adapts their style as needed.</p>	<p>Championing Growth and Development</p> <p>Actively supports others in their development and puts mechanisms in place to ensure that appropriate help and support is provided as required. Acts as a role model for ongoing learning and development.</p>	<p>Promoting Inclusivity</p> <p>Engages others through interpersonal sensitivity and an openness to different views and perspectives. Actively promotes a sense of democracy and inclusion, and builds relationships based on mutual respect and equality.</p>
<p>Happier Business</p> 	<p>Thinking Strategically</p> <p>Applies a data-driven and analytical approach to problem solving and decision making. Thinks broadly about the business challenges faced and their interdependencies, and provides strategic insight for the organisation.</p>	<p>Being Courageous and Resilient</p> <p>Deals effectively with pressure and setbacks and maintains professional composure. Is quick to move on from setbacks. Acts a role model for tenacity and helps others to navigate through adversity.</p>	<p>Driving Transformation</p> <p>Acts as a catalyst for change and transformation, adapting quickly to shifting conditions or demands and driving forward new ways of working. Helps others see the upside of change and embrace the need to do things differently.</p>	<p>Inspiring Ownership</p> <p>Initiates action and takes responsibility for driving action and ownership in themselves and others. Engages and motivates both self and others, creates an environment where people feel supported to take risks.</p>
<p>Happier World</p> 	<p>Striving for Excellence</p> <p>Focuses on achieving targeted goals and meeting expectations. Drives customer and community satisfaction through the delivery of high-quality services and/or products. Instils a clear focus on operating with integrity and doing what is right.</p>	<p>Focusing on the Customer</p> <p>Puts the customer at the heart of everything. Takes time to identify and meet customer needs and expectations. Focuses on delivering outcomes that delight the customer and create sustainable value for the Partnership.</p>	<p>Creating and Innovating</p> <p>Seeks out new and improved ways of working and generates fresh ideas and innovative solutions. Thinks beyond the status quo, even when there is no immediate imperative to do so. Demonstrates a creative curiosity to deliver commercial solutions that help meet evolving customer needs and societal expectations.</p>	<p>Acting with Authenticity</p> <p>Builds trust and respect through the demonstration of candour and honesty. Voices opinions openly and constructively to promote transparency and ensure the organisation creates a positive impact.</p>