

General Medical Council

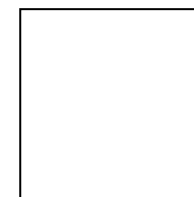
Council Member Competency Framework

Performance rating scale

<p>4 = <i>High performance</i></p>	<p><i>'Consistently not only meets but exceeds the level of performance required'</i></p> <p>Individuals performing at this level will consistently be seen displaying the effective behaviour and never the ineffective.</p> <p>This behaviour is likely to have a strong positive impact on their and others performance and should be recognised and valued.</p>
<p>3 = <i>Good performance</i></p>	<p><i>'Regularly performs highly with potential for even greater consistency of performance'</i></p> <p>Individuals performing at this level will frequently (but not consistently) be seen to display the effective behaviour and will rarely if ever display the ineffective.</p> <p>Whilst performing well there is potential for this behaviour to be displayed even more frequently than it is currently.</p>
<p>2 = <i>Threshold performance</i></p>	<p><i>'Meets the acceptable level of performance within their role but could perform even higher'</i></p> <p>Individuals performing at this level could be described as meeting the basic behavioural requirements to perform in their role. Whilst they may be seen displaying the effective behaviour this will not be frequently. They may also show evidence of the ineffective behaviour but this will be less common or only for short periods of time.</p> <p>Whilst there is positive evidence of this behaviour there is also scope for improvement and maybe reduction in the odd ineffective behaviour.</p>
<p>1 = <i>Below threshold</i></p>	<p><i>'Either fails to or is inconsistent in meeting the behavioural requirements of the role'</i></p> <p>Individuals performing at this level will either show very little of the effective behaviour or frequent amounts of the ineffective behaviour.</p> <p>This behaviour is likely to impede their own and others performance and should be considered an area for development.</p>

TAKING A BROAD PERSPECTIVE

Through anticipating future trends as well as keeping in touch with the current reality is able to provide the Council with insight about their impact on the wider health agenda and focus members and staff on the key priorities



Comments

Examples of strong performance

Outward looking

- Acutely aware of the latest developments relating to the national and international health agenda
- Remains closely in touch with the reality faced by different patient and customer groups

Anticipating the future

- Looks ahead anticipating developments that could impact upon the GMC and making projections about the future
- Considers the actions being taken by the Council now and their likely impact upon the future

Articulating the vision

- Describes the strategic goals and direction of travel for GMC in a way that others can understand and relate to
- Displays clear insight into how the different parts of the Council need to work together to achieve their goals

Maintaining strategic focus

- Focuses themselves and others on the broader goals they are there to deliver and how they contribute to longer term aspirations
- Channels their energy into the key priorities and 'big ticket' items, looks to keep others on track and avoid distractions

Examples of poor performance

- Fails to keep up to date or aware of what is going on in the wider health community
- Focuses primarily on the needs of medics rather than patients, out of touch the experience of different patient groups

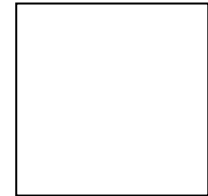
- Looks primarily at the present rather than considering how the role of the GMC could evolve and things may differ in the future
- Gives little thought or consideration to the impact that actions taken by the GMC will have on future outcomes

- Either lacks awareness of the strategic goals of the GMC or fails to communicate these in simple or engaging way to others
- Gives little thought or guidance into how the Council members, different staff groups and stakeholders need to work together

- Takes a very narrow and detailed view of things e.g. focussing much of their time on cases relating to specific doctors
- Can get drawn into fire-fighting, and allow themselves and others to get sidetracked by lower priority issues

ACTING AS AN AMBASSADOR

Acts as an ambassador to the GMC, seeking out opportunities to promote the work of the Council and actively contributes to supporting good planning, policy and practices relating to diversity



Comments

Examples of strong performance

Externally focussed

- Invests time and energy with groups outside the Council, creating opportunities to promote the GMC
- Develops and maintains networks, displaying knowledge and insight into other people's organisations

Communicating the corporate message

- Advocates the corporate view when speaking publicly despite any personal doubts
- Provides a consistent message whether talking to individuals or groups, displaying belief in their view and support for the GMC

Accessible to all parties

- Accessible, visible and approachable to individuals and groups within and external to the GMC
- Tolerant when the GMC is criticised and able to display empathy whilst remaining loyal to the GMC and corporate message

Interested in others

- Listens carefully, seeks to understand life from other peoples perspectives and how this affects their perception of the GMC
- Displays genuine interest in the thoughts and views of others and is willing to consult with all parties and individuals.

Examples of poor performance

- Does little to promote the work of the GMC or create opportunities for themselves or others to do so
- Focuses most of their attention inwards or on existing relationships rather than developing their network

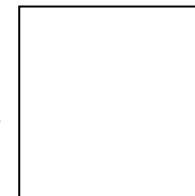
- Either overtly or subtly fails to give a strong and consistent corporate message to external parties
- Capable of giving different (even conflicting) messages about the GMC and its role to different people on different occasions

- Lacks visibility and does little to make themselves known or available to others
- When the GMC is criticised can become either overly defensive or conspire with the other party to criticise it further

- Ineffective at listening or really taking time to understand life from other peoples perspective
- Only appears interested in the thoughts and views of certain individuals or groups

UNDERSTANDING AND INFLUENCING

Able to influence and engage GMC colleagues and external parties by developing and maintaining effective relationships through openness, respect and showing a genuine interest in other peoples perspective



Comments

Examples of strong performance

Awareness of key stakeholders

- At any given time keenly aware of the key parties to be engaged in order to gain necessary buy-in and commitment
- Anticipates how different groups might respond to particular policies and engages them early in the process

Preparing the way

- Talks to Council members and staff before meetings ensuring there are no surprises and individuals are not publically undermined
- Works behind the scenes to engage Council members, staff and key stakeholders to gain their buy-in and commitment

Understanding others perspectives

- Explores issues from a range of viewpoints rather than just one parties perspective
- Ensures they fully understand where others are coming from and the factors which are of most significance to them

Taking people with you

- Focuses on the positive comments made by others and the areas they agree with, seeks to find common ground
- Patient and tolerant with those who are slow to grasp or appreciate their perspective

Examples of poor performance

- Through either lack of insight or willingness to involve people fails to engage the right parties at the right time
- Fails to consider the impact that certain decisions or actions might have on others and how they might respond

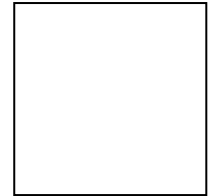
- Due to lack of forethought or not talking to people before meetings can surprise or undermine them in front of others
- Either doesn't understand the need or doesn't invest the time in engaging with colleagues and key stakeholder to gain buy-in

- Will position themselves as representing a particular group or profession in order to peddle their own agenda
- Makes assumptions about what is important to others without first seeking to understand things from their perspective

- Criticises others, finds fault with their argument and draws attention to areas of difference rather than common ground
- Lacks patience or tolerance with those who are slow to see their perspective instead becoming pushy, patronising or dismissive

DRIVE FOR RESULTS

Acts as a driving force for getting things done, removing obstacles and completing tasks. Maintains momentum and supports others through eliminating unnecessary complexity and remaining focussed even during difficult times



Comments

Examples of strong performance

Keeps it simple

- Provides practical and simple solutions that enable work to continue, conversations to be had and barriers to be overcome
- Eliminates complexity, boiling things down to straight forward priorities others can understand and respond to

Maintains pace

- Responds quickly to requests, meets deadlines and displays a 'can do' attitude
- Actively speeds things up, works to eliminate red tape and unnecessary debate

Gets the job done

- Focuses self and others on what will lead to a result, asks 'will this actually work?' and 'can it be followed through?'
- Displays determination to get things agreed and delivered, willing to tackle difficult situations and take bold action where appropriate

Cuts to the chase

- Quick to distil out the key messages in complex documents or discussions and share these with others
- Able to extract the critical facts and data which enable themselves and others to move forward

Examples of poor performance

- Easily diverted by problems, raising unnecessary discussions and drawing in people who do not need to be involved
- Complicates things unnecessarily allowing problems to seem bigger than they are and priorities to become clouded

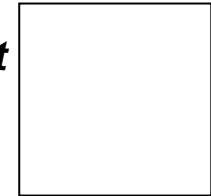
- Slow to respond to requests, shows little sense of urgency or willingness to change their pace of work
- Appears to slow everything down, may introduce or allow unnecessary red tape to get in the way

- Focuses on ideals rather than the reality of what can be achieved given available time and resources
- Lacks the drive and determination to get things done, refrains from making tough decisions leaving this to others

- Struggles to extract the salient points when reading complex documents or when involved in detailed discussions
- Becomes easily buried when given large amounts of information and fails to provide themselves and others with the critical facts

EFFECTIVE LEADERSHIP

Through their energy, enthusiasm, insight into others and ability to resolve conflict either creates or contributes towards the creation of an environment which enables others to perform at their best



Comments

Examples of strong performance

Supporting others

- Brings the best out of people, encourages contribution and creates an environment that others enjoy being a part of
- Alert to how others are behaving during meetings and influences the style and pace in a way which works well for everyone

Manages conflict

- Defuses conflict and tension, brings people together, takes difficult conversations offline if necessary
- Challenges others in a constructive and supportive way enabling valuable discussion whilst avoiding unnecessary tension

Energy and enthusiasm

- Genuinely enthusiastic and passionate about the role of the GMC and the part they have to play
- Displays energy and positivism even during difficult times, keeps others upbeat and motivated

Enabling the organisation

- Provides support for the executive and their teams without interfering or becoming involved in the running of the business
- Displays confidence in staff to finish things to high standards on their own without the constant supervision of members

Examples of poor performance

- Through either a lack of contribution or behaving in a destructive manner can subdue or suppress others and their performance
- Whether chairing or contributing fails to respond to the way others are behaving and just pushes on regardless

- Brings up contentious issues at times when they could well cause heightened conflict, lacks tact or diplomacy
- Challenges others in a way that get their backs up, causes unnecessary friction and tension

- Shows little enthusiasm for the work they do or pride in the wider role of the GMC
- Often perceived as low energy and glass half empty, does little to motivate or inspire others

- Is either critical of the role of the executive and their teams or becomes overly involved in helping them to run the business
- Looks to micro manage certain staff groups, becoming overly involved in their jobs and preoccupied with irrelevant details