

## Competency framework for a Liberal Democrat Candidate

**Communication Skills:** Communicates clearly and persuasively to a variety of audiences and in a variety of contexts, generates opportunities for communication for self and others

### Positive Indicators

- Communicates clearly, passionately and with conviction when using different forms of media.
- Confident and persuasive when speaking in public.
- Listens & demonstrates understanding of others' views.
- Seeks out opportunities to publicise Lib Dem policies using different methods and outlets.

### Negative Indicators

- Lacks confidence (e.g. hesitant or unsure) when communicating.
- Doesn't listen; perceived as arrogant or disengaged.
- Presents unclear messages with jargon or inappropriate language.
- Fails to listen to, or adapt their communication style for, people from different backgrounds or groups.

**Leadership:** Motivates self and others; delegates and provides support as appropriate; demonstrates flexibility; accepts responsibility for outcomes, has integrity.

### Positive Indicators

- Articulates a clear vision of success and demonstrates Lib Dem values consistently in their actions and message.
- Inspires and motivates others to work towards common goals.
- Builds trust, confidence and enthusiasm among supporters.
- Acts as a role model by listening to and working on behalf of others.

### Negative Indicators

- Expects others to do their work for them and avoids responsibility when things go wrong.
- Fails to understand or act on their personal responsibility.
- Lacks integrity, changes message to fit what others want to hear.
- Inflexible, selective and dogmatic (e.g. follows own views and ignores others).

## Competency framework for a Liberal Democrat Candidate

<b>Resilience:</b> Copes effectively with pressure; remains positive and pro-active in the face of challenge, setbacks and criticism.	
<p><b>Positive Indicators</b></p> <ul style="list-style-type: none"> <li>▪ Seeks out opportunities to publicise and defend beliefs.</li> <li>▪ Has the courage to make and defend unpopular decisions.</li> <li>▪ Deals well with conflict and remains positive in the face of setbacks.</li> <li>▪ Demonstrates stamina and deals effectively with pressure and media intrusion.</li> </ul>	<p><b>Negative Indicators</b></p> <ul style="list-style-type: none"> <li>▪ Takes failure or criticism personally.</li> <li>▪ Backs down or gives up when challenged, criticised or confronted.</li> <li>▪ Looks for easy options and avoids difficult challenges.</li> <li>▪ Slow to ‘think on their feet’ or adapt to changing circumstances.</li> </ul>

<b>Representing People:</b> Relates well to people from all backgrounds; is aware of their effects on others; demonstrates tolerance, is approachable and inspires trust.	
<p><b>Positive Indicators</b></p> <ul style="list-style-type: none"> <li>▪ Presents as approachable, professional and competent.</li> <li>▪ Empathises and shows a commitment to understanding others’ needs.</li> <li>▪ Demonstrates tolerance in actively representing people across the full spectrum of diversity.</li> <li>▪ Actively seeks to attract, engage and build trust with new supporters.</li> </ul>	<p><b>Negative Indicators</b></p> <ul style="list-style-type: none"> <li>▪ Focuses selectively on the needs or preferences of certain groups.</li> <li>▪ Prefers information, detail and ideas to people.</li> <li>▪ Fails to deliver on promises.</li> <li>▪ Seeks to win for self rather than Party or constituents.</li> </ul>

## Competency framework for a Liberal Democrat Candidate

**Strategic Thinking & Judgement:** Understands and prioritises complex information; looks at the bigger picture, identifies and promotes the overall objectives of the team and campaign.

### Positive Indicators

- Analyses complex information quickly and accurately.
- Identifies key arguments and solutions to problems.
- Understands the strategic relevance of information and makes links between national and local level issues.
- Translates policy into creative and tangible real world outcomes.

### Negative Indicators

- Gets lost in detail or overwhelmed by complex information.
- Lacks understanding of Liberal Democrat policy.
- Slow to spot links, generate ideas or see the big picture.
- Too focused at a local level (ignoring national issues) or at a strategic level (failing to consider local needs).

**Values in Action:** Understands how to find out what matters to people, works hard to develop a campaign team, secure appropriate resources, promote Liberal Democrat values and maximise Party profile.

### Positive Indicators

- Develops a campaign team dedicated to maximising Party profile.
- Talks to people to identify concerns, build support and secure resources.
- Promotes beliefs and key messages through their own actions.
- Looks to win for all by supporting other campaigns when required.

### Negative Indicators

- Fails to keep up to date with matters of local or national concern.
- Disorganised or unreliable, fails to devote sufficient effort to their campaign or supporters.
- Acts in a way that risks bringing the Party into disrepute.
- Reluctant to engage in less high profile aspects of campaign work.