



CILEX Professional Board essential competencies

All members of the bodies that comprise the CILEX Governance Structure will be expected to demonstrate the essential competences and qualities set out below. This includes [referred to at 9(i) below] an awareness and commitment to the Nolan Principles of Public Life attached to this annex:

1. Strategic Awareness
 - i. Strategic thinking – able to see long-term trends and potential effect on the CILEX Group.
 - ii. Business acumen – able to identify commercial potential and financial/business opportunities.
 - iii. Prioritisation and management – able to set and manage strategic objectives flexibly and effectively.
 - iv. Creativity – able to offer creative ideas or perspectives.
 - v. Risk-based decision making – able to demonstrate the ability to evaluate risks and likely outcomes when reaching decisions.
 - vi. Directorial awareness – able to demonstrate, where appropriate an understanding and appreciation of the statutory and fiduciary duties as a director and officer and member of the relevant CILEX Group entity.
 - vii. Change management – able to demonstrate experience of the delivery of major transformational, culture and operational change in a regulated professional environment.
2. Effective Communication
 - i. Clarity – able to express perspectives confidently, concisely and clearly.
 - ii. Respect – provides the ‘space’ for other to contribute; able to listen and respect the views of others.
 - iii. Collaboration – able to demonstrate well-developed interpersonal, communication and presentation skills with a collaborative style and willingness to actively share information with others.
3. Influencing and challenging skills
 - i. Consensus building – awareness of the need for and the ability to persuade, facilitate and build consensus and reduce the risk of conflict.
 - ii. Challenging – ability to challenge and test positively without the appearance of aggression.
 - iii. Confidence – able to express views that may differ from the majority.
4. Judgement and analysis
 - i. Sound judgement allied to strong intellectual qualities, with the ability to comprehend specialist or technical issues and assess evidence with impartiality.
 - ii. Independence - Ability to think independently, stating and supporting personal decisions in front of colleagues, whilst also being open to challenge.
 - iii. Sensitivity – able to demonstrate a strong track record of addressing issues with consistency, diplomacy and tenacity.

- iv. Information and data – confidence and ability to analyse data, identify information gaps and handle detail when considering proposals, issues or problems.
- 5. Stakeholder sensitivity/awareness
 - i. Relationships - Experience of building effective relationships with a diverse range of stakeholders.
 - ii. Awareness – able to understand and listen to the needs and priorities of key strategic partners.
- 6. Team-working ability
 - i. Collaboration – acknowledges the strengths and contributions of others.
 - ii. Corporate responsibility – accepts and supports the final corporate decision on all matters even if personally against it.
 - iii. Fairness – is prepared to take on a reasonable proportion of the work.
- 7. Leadership Skills
 - i. Stature – stature and skills to make contributions alongside other high profile members.
 - ii. Inspiration – able to inspire others to make the best level of contribution.
 - iii. Focus – able to drive effectively through the business.
 - iv. Clarity – able to transmit a clear vision to others of business objectives and with the ability to provide strategic guidance and direction.
 - v. Facilitation – able to adopt a coaching and mentoring approach to encouraging others to make contributions and take on responsibilities.
- 8. Relationship builder
 - i. Credibility – able to demonstrate personal credibility within their field and a record of achievement.
 - ii. Working relationships – able to develop trusting and effective working relationships both internally and externally to the organisation.
 - iii. Authority – able to wield power responsibly.
 - iv. Respect – able to respect confidences.
- 9. Diversity, integrity and respect
 - i. Standards – able to demonstrate a strong and personal commitment to the principles and highest standards of public life by demonstrating an understanding and commitment to Nolan’s ‘Seven Principles of Public Life’
 - ii. Personal standards – able to demonstrate outstanding personal qualities, in particular, integrity and independence and a commitment to highest possible standards of ethics and personal integrity and to behaving at all times in a fair, balanced and non-discriminatory manner.
 - iii. Objectivity – ability to provide an independent and objective perspective on CILEx activities.
 - iv. Public scrutiny – experience of operating with high levels of public scrutiny and accountability.
 - v. Balance – able to demonstrate behaving at all times in a fair, balanced and non-discriminatory manner.
 - vi. Diversity – commitment to promoting equal opportunities for all, treating people fairly whilst responding sensitively to differences

CILEX Professional Board - Additional Attributes

Set out below are criteria which enable CILEX to identify 'other' potential criteria which it may be useful for it to incorporate within its governance structure from time to time according to need at any given point. Unlike the Essential Competences and the Specialist Competences, applicants need not demonstrate the example attributes (not in bold) set out beneath each competence (in bold).

However, if either an applicant feels that s/he demonstrates a particular strength in relation to one of these competences, or, at the point of advertising, CILEX specifies that it is seeking a certain 'other' competence, it may be helpful for details of relevant examples/experiences to be included.

Regional representation

1. Local networks – demonstrable interaction with other networks of local business, educational or other professional contacts.
2. Lobbying – able to demonstrate active regional lobbying of membership or professional status through other relevant networks.

Membership Diversity

1. Practice areas - demonstrable and representative spread of practice areas within the governance structure, prioritised/managed by reference to membership data held and other intelligence.
2. Practice rights - demonstrable and representative spread of representation by holders of practice rights within the governance structure.
3. Membership grades – demonstrable, proportionate and appropriate representation of levels of membership (other than Fellows) within the governance structure