

	Example 1	Example 2	Example 3
What will this person need to be able to do?	Give the team a clear sense of purpose; they've undergone so much change recently that they feel a bit adrift	Help team members feel that their opinions and ideas matter; their last manager relied too much on her own ideas and there's some untapped potential in the team.	Work with people to engage them in supporting new ways of working;
How is that described in the framework?	'Sets direction and clarifies expectations'	'Innovation'	'Collaborating, networking and engagement... increasing missional impact.'
What might a selection criterion look like?	The successful candidate will be able to...] communicate clear expectations, having involved others in setting direction.	[The successful candidate will be able to...] encourage sharing of ideas... and encouraging feedback.	[The successful candidate will be able to...] influence stakeholders to achieve desired change (or missional impact)
What might we ask at interview?	Can you tell us about a time when you've had to help your team to have a clear sense of purpose?	Sometimes team members can be reluctant to stick their head above the parapet; can you tell us about your experience of encouraging people to speak out with their feedback and ideas? [Prompt if needed] Can you give us an example of feedback from a team member that you've found useful?]	Please tell us how you've worked with senior stakeholders and others to get things done, especially when you've been driving change. [Prompt: what about change that might meet resistance?]
What will we be looking for?	Show that they understand links between vision, mission and values and behaviours; can engage people in vision (not just tell them)	Show that they understand the value of feedback (and preferably can give an example of feedback they've received and found useful, preferably from a team member)	Know the importance of understanding your stakeholders so that you can meet their needs <i>and</i> influence them;