Engaging Internationally

Effectiveness in this area is about leading internationally, engaging our staff, contacts and international partners to help deliver UK Government objectives. For all staff it's about understanding UK Government aims in the wider UK and international context and developing productive relationships with those external contacts and partners to help deliver UK objectives. All staff are aware of cultural sensitivities in their area of responsibility. Staff build up negotiating expertise through the grades and champion and use language skills where appropriate to deepen impact. Senior leaders use the same behaviours but operate at higher levels of sensitivity and complexity. Managers have to lead and inspire teams in an international context. Staff adapt their approach to reflect the very diverse teams they manage while still promoting UK values.

Level 6 - Director General and Director / FCO SMS 2, 3 and 4

Effective Behaviour *People who are effective are likely to…*	Ineffective Behaviour *People who are less effective are likely to…*
Represent and actively promote, protect and balance the UK's national interest at the highest international levels. Offer a visible and effective presence at times of crisis.	Overlook or misjudge opportunities and risks. Fail to ensure the UK presence is felt or view heard.
Build and maintain strong contact networks and relationships at the highest international levels. Facilitate rapid access to information and leverage through networks at home and internationally, including the UN, EU and other multilateral organisations	Only engage or succeed with a narrow range of contacts. Lack influence with contacts or be too cautious in using them to achieve outcomes. Fail to differentiate between UK and personal interests.
Quickly understand the global context and local sensitivities. Lead a culture which encourages others to develop this knowledge. When appropriate, can use a language/s to strengthen contacts and achieve UK interests. More widely promote the learning of languages.	Lack knowledge of key elements in the international landscape so impairing judgement and ability to influence. Where appropriate, be reluctant to develop appropriate language skills to increase impact. Fails to promote the learning of languages.
Read the situation in different countries and regions, cross referencing information to make good judgements, influence contacts and build tactical and strategic alliances. Anticipate actions and responses of countries and non-state actors.	Fail to understand the political climate in a country or fail to alert HMG to an issue. Unable to anticipate responses and calculate level of risk in complex situations.

Effective Behaviour *People who are effective are likely to…*	Ineffective Behaviour *People who are less effective are likely to…*
Communicate and negotiate persuasively and confidently in a range of situations, tailoring messages to the international and local context. Aware of how their behaviour can be perceived by others in different international environments.	Appear unconvincing or insincere, overly dominant or diffident. Lack depth or impact or fail to tailor messages.
Lead and inspire multi-disciplinary and diverse teams in challenging and complex environments. Adapt and embed UK Government values balancing tensions between the global, UK and local context.	Unable to adapt management approach to manage very diverse teams. Fail to embed UK government values or manage tensions.

Level 5 - Deputy Director / FCO Band SMS 1

Effective Behaviour *People who are likely to be effective…*	Ineffective Behaviour *People who are less effective are likely to…*
Represent and actively promote, protect and balance the UK's national interest at country / regional level. Offer a visible and effective presence at times of crisis.	Overlook or misjudge opportunities and risks. Fail to ensure the UK presence is felt or the UK view heard.
Build and maintain strong and wide ranging networks at country and regional level. Facilitate rapid access to information and leverage through networks at home and internationally, including the UN, EU and other multilateral organisations	Engage or succeed with a narrow range of contacts. Lack influence with contacts or be reluctant to be tough with them when appropriate. Fail to differentiate between UK and personal interests.
Quickly understand regional / country context and local sensitivities and encourage others to develop this knowledge. When appropriate, can use a language/s with a high level of proficiency to strengthen contacts and achieve UK interests. More widely promote the learning of languages.	Lack knowledge of key elements in the international landscape so impairing judgement and ability to influence. Where appropriate, be reluctant to develop appropriate language skills to increase impact. Fails to promote the learning of languages.
Read the situation in a country / region, cross referencing information to make good judgements, influence contacts and build tactical and strategic alliances. Anticipate actions and responses of countries and non-state actors.	Fail to understand the political climate in a country or fail to alert HMG to an issue. Unable to anticipate responses and calculate level of risk in complex situations.
Communicate and negotiate persuasively and confidently in a range of situations, tailoring messages to the international	Appear unconvincing or insincere, overly dominant or diffident. Lack depth or impact or fail to tailor messages.

Effective Behaviour *People who are likely to be effective…*	Ineffective Behaviour *People who are less effective are likely to…*
and local context. Aware of how their behaviour can be perceived by others in different international environments.	
Set the management context leading diverse teams to deliver, embedding HMG values and managing tensions between the global, UK and local context.	Fail to provide messages about these behaviours to staff, resulting in ineffective teams and de-motivated workforce.

Level 4 - Band A / FCO Band D

Effective Behaviour *People who are effective are likely to…*	Ineffective Behaviour *People who are less effective are likely to…*
Represent and advance the UK's interests and policies.	Miss or misjudge opportunities to advance UK interests.
Build and maintain useful and wide ranging networks of contacts at institution, country or regional level. Use their network professionally and sensitively to the benefit of the UK.	Fail to develop an effective range of contacts or use them to achieve wider objectives. Fail to differentiate between UK and personal interests.
Quickly understand regional / country context and local sensitivities and encourage their team, to develop this knowledge. When appropriate, can use a language/s with a high level of proficiency to strengthen contacts and achieve UK interests.	Be unable to anticipate changes due to lack of knowledge about the international environment. Where appropriate, be reluctant to develop appropriate language skills to increase impact.
Negotiate effectively, combining coherent thinking, flexible negotiating techniques, interpersonal sensitivity and creativity to achieve agreement. Aware of how their behaviour can be perceived by others in different international environments.	Rely on one style of negotiation missing opportunity to use logic, charm and empathy flexibly. Misread signals.
Manage diverse teams to deliver in the country or regional context, embedding UK Government values and managing tensions between the global, UK and local context.	Not appreciate the greater diversity in international teams and therefore does not reap benefits. Fail to promote UK government values.

Level 3 - Band B1/A2L / FCO Band C

Effective Behaviour *People who are effective are likely to…*	Ineffective Behaviour *People who are less effective are likely to…*
Represent and advance UK interests and policies. Use knowledge of UK governance, political culture and HMG context to add to credibility.	Lose credibility and ability to influence due to lack of knowledge of UK agenda and context.
Build and maintain cooperative and productive relationships with an effective range of external contacts. Use the network professionally and sensitively to the benefit of the UK.	Be passive in identifying and engaging effective wider stakeholder groups and therefore lacks influence and the wider UK perspective.
Have a working knowledge of country context and local sensitivities and encourage staff to develop this knowledge. When appropriate, can speak and use a language/s with a high level of proficiency.	Not take account of and weigh up changes which may impact on their role and staff. Be reluctant to develop appropriate language skills to increase impact.
Negotiate effectively combining logic and reason with interpersonal sensitivity. Seek to create solutions offering mutual benefits. Anticipate problems and be able to respond to the unexpected.	Unconvincing in negotiation or when challenged. Overly dominant or diffident in discussions.
Set a good example by working positively in diverse teams and living up to UK Government values.	Not model a positive approach in a very diverse environment. Ignore UK Government values.

Level 2 - Band B2 / FCO Band B

Effective Behaviour *People who are effective are likely to…*	Ineffective Behaviour *People who are less effective are likely to…*
Take an interest in the international picture and understand where their work fits in, including the wider UK agenda.	Have limited interest in or understanding of the international and UK context of their work.
Develop useful contacts to help achieve objectives.	Be dismissive of the value of contact networks. Fail to identify key people.
Negotiate effectively - prepare well for meetings, listen carefully to others' views, communicate their views clearly and be able to respond to the unexpected.	Be ill prepared for meetings and unclear about their purpose. Deliver inappropriate messages.
Have a working knowledge of country context and local sensitivities. Be interested in learning and using languages.	Show little interest in the country, region, language (where appropriate) or its people.

Level 1 - Band C1 and below / FCO Band A

Effective Behaviour *People who are effective are likely to…*	Ineffective Behaviour *People who are less effective are likely to…*
Takes ownership of international issues for which responsible and gather relevant information from a range of sources to inform work.	Show little interest in their responsibilities, the country or region where they are working, or its people.
Develop useful contacts to help get the job done.	Show little interest in identifying and developing the right contacts.
Listen to others' views and express own views clearly and constructively.	Not listen to others and not explain things so others can easily understand.
Have a working knowledge of country context and local sensitivities Be interested in learning languages.	Show little interest in the country, region, language (where appropriate) or its people.

Demonstrating Resilience

This is about helping our people to build resilience in international roles, supporting their ability to adapt to working in difficult and varied international environments; and to bounce back from crises and setbacks in these contexts. Individuals need to be aware of the impact they have on themselves and on others, and show support for others with a pragmatic attitude, perseverance and resolve. Individuals should be able to manage in a wide variety of circumstances and locations and, with appropriate support, to recover from challenges and setbacks. For leadership roles this competence would also include leading a culture of support, while promoting a proper regard for employee safety, health and well-being.

Level 6 - Director General / Director / FCO SMS 2, 3 and 4

Effective Behaviour *People who are effective are likely to…*	Ineffective Behaviour *People who are less effective are likely to…*
Learn, innovate and adapt confidently in many different challenging environments around the world with high profile leadership of exceptionally complex issues.	Fail to recognise the wider requirements of the UK Government, while remaining focused only on their organisation or interests. Disengaged from wider support networks both professionally and personally.
Develop skills to deal with acute crises and setbacks in an international context. Prepare staff in advance where possible and inspire them to respond calmly and efficiently in demanding and stressful circumstances.	Fail to prepare staff for crises and setbacks in an international context and fail to inspire a calm and efficient response.
Acknowledge that individuals and teams have setbacks in international contexts. Show dependable leadership under pressure and demonstrate that part of leading a resilient culture is enabling and supporting staff to bounce back and rebuild their resilience and confidence.	Push teams or individuals beyond their limitations, not recognising or managing signs of overload. Fail to recognise the impact of setbacks or challenges or provide support.
Shape strategy on, actively lead, promote and demonstrate the desired culture of resilience in an international context. Be self-aware and aware of the impact of others.	Inflame rather than calm a situation; agitate others and fail to support or encourage them. Unaware of their, or others', personal impact in this regard.

Level 5 - Deputy Director / FCO SMS 1

Effective Behaviour *People who are effective are likely to…*	Ineffective Behaviour *People who are less effective are likely to…*
Actively lead, motivate, and inspire teams by demonstrating a culture of resilience within their country or region. Aware of the impact they have on their teams and the wider organisation.	Overlook opportunities to lead, support and develop. Push others beyond their limitations leading predominantly by instruction and not recognising or managing signs of stress or overload.
Identify issues within their teams and support them when they have setbacks and challenges in an international context, enabling their teams to bounce back and rebuild their resilience and confidence.	Fail to address or take into account their teams' concerns and priorities. Their teams feel isolated and unsupported. They are not open and honest about challenges for their team.
Put mechanisms in place to manage pressure in an international context. This includes contact with support networks, the wider organisation and ensuring they access support when required.	Become disengaged and isolated from colleagues when working in demanding circumstances, leading to less focus on developing qualities of self-awareness and resilience.
Manage themselves and others effectively in complex international situations with perseverance and resolve. They bring others with them, recognising the risk that situations may get on top of individuals or teams, and manage this effectively.	Frequently or in critical circumstances fail to demonstrate required levels of perseverance and resolve.
Adapt to many different international environments and learn to handle difficult situations and crises effectively in such contexts.	Rely on limited responses, showing an inflexible personal style regardless of environment. Fail to access support to maintain or develop resilience.

Level 4 - Band A / FCO Band D

Effective Behaviour *People who are effective are likely to…*	Ineffective Behaviour *People who are less effective are likely to…*
Manage and lead, role modelling a culture of self-awareness in their country or region where individuals work to their own and others' strengths.	Fail to act as a credible role model. Disregards the importance of personal reflection or awareness of strengths and limitations with potential risk to health or wellbeing.
Be aware if individuals in their teams are under pressure, sensitively questioning and supporting them. Help colleagues to bounce back from challenges / setbacks in an international context and rebuild their resilience and confidence.	Fail to show sensitivity to the pressures people face and to provide support. Individuals are not helped to bounce back, leaving them feeling isolated / marginalised.

Effective Behaviour *People who are effective are likely to…*	Ineffective Behaviour *People who are less effective are likely to…*
Take ownership for continuous high levels of awareness for themselves and others. Apply this in a wide variety of challenging international contexts to manage themselves and support others.	Find any complex scenario difficult to manage. Unable to respond appropriately and demonstrate a positive or pragmatic reflection on the context.
Understand their individual impact on those around them, managing any difficulties as they arise and developing from this experience.	Have little awareness of their impact on those around themselves.
Demonstrate an ability to learn, adapt and change behaviours to strive for continuous improvement across their country or regional area and the wider UK Government	Rely on limited responses and an inflexible personal style regardless of the changing country or regional environment.

Level 3 - Band A2L/B1 / FCO Band C

Effective Behaviour *People who are effective are likely to…*	Ineffective Behaviour *People who are less effective are likely to…*
Ensure they manage their people to play to their strengths and have high awareness of their own and others' impact.	Fail to realise the full impact of work on their individual team members, leading to them feeling unsupported.
Coach others within the team to think about how they manage through challenges or setbacks in an international context, and develop as a result, bouncing back.	Inactive in supporting their team to develop and become more self-aware. Unaware of their impact on others.
Have well developed awareness of own strengths and limitations and the impact of this on their work and their colleagues. Manage this in various challenging or ambiguous international scenarios and across their department and more widely.	Lack awareness of their limitations, leading to poor judgement and sub-optimal decisions.
Demonstrate an ability to learn, adapt and change behaviours, striving for continuous improvement across their department and more widely.	Rely on limited responses and an inflexible personal style regardless of the changing environment.

Level 2 - Band B2 and below / FCO Band B

Effective Behaviour *People who are effective are likely to…*	Ineffective Behaviour *People who are less effective are likely to…*
Have a high level of self-awareness of the impact of their behaviour on themselves and others and use this to ensure they act appropriately in the work environment.	Fail to acknowledge their personal impact. This affects their ability to work and appropriate work behaviours.
Consider how they manage themselves and staff through challenges or setbacks in an international context, and develop as a result, bouncing back. Ask for support when needed, and encourage others in the team to do the same.	Fail to support their team to develop and become more self-aware. Lack awareness of their impact on others.
Recognise their individual strengths and limitations. Manage the impact of this on themselves and their colleagues.	Fail to understand their limitations. Disregard needs of colleagues and in some cases adversely affect their colleagues.
Manage themselves well in various challenging or ambiguous international scenarios and can adapt to the different circumstances that arise.	Pay little attention to changing scenarios. Fail to adjust as required.

Level 1 (Band C1 and below) / FCO Band A

Effective Behaviour *People who are effective are likely to…*	Ineffective Behaviour *People who are less effective are likely to…*
Have a high level of self-awareness and of the impact of their behaviour on themselves and others, their strengths and limitations and use this to ensure they act appropriately in the work environment.	Fail to acknowledge their personal impact or understand their limitations. This affects their ability to work and appropriate behaviours.
Consider how they manage themselves through challenges or setbacks in an international context, and develop as a result, bouncing back. Ask for support when needed.	Fail to support their team to develop and become more self-aware. Lack awareness of their impact on others.
Manage themselves well in challenging international scenarios and adapt to the different circumstances that arise.	Pay little attention to changing scenarios. Fail to adjust as required.