



**Earlham  
Institute**

Decoding Living Systems

Our  
competency  
framework

## Our vision.

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“

We are building a future where the biology of any organism can be understood by analysing its genome.

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## Our competency framework.

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## Key:

 Competencies that demonstrate excellence and support EI's mission and values.

 Behaviours that are inappropriate.

## Communication through conveying information clearly and accurately.

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|  I listen carefully and ask questions to ensure understanding.                  |  I give out inaccurate or inappropriate information.                                      |
|  I'm an ambassador for EI in person and online.                                 |  I talk down to people in person or online.   |
|  I communicate the right information to the right people at the right time.     |  I use jargon excessively with non-experts or inexperienced colleagues and collaborators. |
|  I maintain confidentiality and security of information where appropriate.      |  I retain information which should be given to others.                                    |
|  I ask for and give regular feedback.  |  I only focus on giving negative feedback.  |
|  I deliver well-constructed, confident presentations that engage my audience. |  I don't report results and findings in a timely and accurate fashion.                  |
|   |  My presentation style is confusing and obscure.  |

## Collaboration through team work and working with others.

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|  I have a positive and open-minded attitude.  |  I exclude others and do not share knowledge.  |
|  I work constructively with others regardless of their position.                                      |  I usually take a "It's not my job" attitude.  |
|  I look for opportunities to work across boundaries.  |  I am inflexible, unreliable and inconsistent.   |
|  I understand how my behaviour and choice of words impact on others.                                  |  I only work to my agenda to the detriment of the team.  |
|  I am enthusiastic about my work.   |  My behaviour affects others adversely.  |
|  I champion the reputation of my team.  |  I don't inform others in my team of wider department or institutional issues.                       |
|  I give credit and acknowledge people for their contribution.   |  I take credit for other people's contribution.  |
|  I speak positively or constructively about colleagues, external partners, funders, and stakeholders. |  I speak negatively or destructively about colleagues, external partners, funders, and stakeholders. |

## Technical Excellence through continuous improvement.

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|  I apply specialist and detailed technical expertise.      |  I conceal mistakes.  |
|  I keep on developing my job knowledge and expertise.      |  I make assumptions without evaluating facts first.   |
|  I make sound and realistic judgements based on evidence.  |  I raise problems without thinking about possible solutions.  |
|  I pay attention to detail and ensure my work is accurate. |  I criticise without understanding the issues or challenges others face.                            |
|  I proactively find solutions to problems.                 |  I spend too much time trying to achieve absolute perfection at the expense of my wider objectives. |
|  I take the lead in my area of expertise.                  |  I don't validate or reproduce my results.  |

## Respect for the dignity, belief and abilities of every individual.

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|  I am polite and considerate in all my interactions.  |  I am overly assertive and don't listen to others.  |
|  I actively listen to what you say.   |  I am divisive and judgemental.   |
|  I value your contribution and reflect on your words.   |  I manipulate and undermine others.   |
|  I treat you as an equal.   |  I ignore you in person and online.   |
|  I know who the EI culture champions are and who to speak to about inclusivity, diversity, equality, and accessibility. |  My conduct challenges or weakens our culture of inclusivity, diversity, equality, and accessibility. |

## Innovation through passion for what we do.

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|  I strive for improvement and excellence in all aspects of my work.          |  I dismiss and resist change without trying first.                                       |
|  I adapt my work and take on new tasks as agreed and ask for help if needed. |  I do it the way it has always been done.  |
|  I discover and find new ways of doing things.                               |  I fail to consider alternative ways of working.   |
|  I stay abreast on new theories, trends or developments.                     |  I am reluctant to work outside my “comfort zone”.                                       |
|  I challenge prevailing assumptions.   |  I fail to appreciate the value and potential of novel methods and technologies.         |
|  I actively seek to improve programmes and services.                         |  I am not interested in attending training events or presentations by external speakers. |

## Improvement through learning and empowerment.

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|  I take responsibility for my actions and do what I say.              |  I say one thing and do another.  |
|  I share knowledge and professional expertise with others.            |  I base my decisions on gossip and unreliable information.                |
|  I engage regularly with my professional networks.                    |  I do not delegate or share work.   |
|  I respond positively to constructive feedback.                       |  I only see things from my own view point.                                |
|  I assess accurately my individual strengths and developmental needs. |  I don't communicate decisions to others.                                 |
|  I act as a role model for others.                                    |  I fail to verify and validate scientific claims with real-life examples. |
|  I share ideas and raise any concerns through appropriate channels.   |  I share my grievances about people or policies at EI in public forums.   |

# Leadership that encourages, motivates and develops people to achieve.

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| <ul style="list-style-type: none"> <li>✔ I set clear and realistic objectives.</li> <li>✔ I conduct performance reviews to identify and evaluate development actions.</li> <li>✔ I seek improvement opportunities for individuals in my team.</li> <li>✔ I provide timely and constructive feedback on performance.</li> <li>✔ I motivate and coach individuals to achieve their best.</li> <li>✔ I praise and celebrate efforts and successes.</li> <li>✔ I address poor performance or inappropriate behaviour promptly.</li> <li>✔ I ensure the team plan and organisational priorities are communicated and understood.</li> <li>✔ I adapt my approach or management style to different people, cultures and situations.</li> <li>✔ I model the positive behaviours in our competency framework in person and online.</li> </ul> | <ul style="list-style-type: none"> <li>✘ I hold staff back and repeatedly fail to enable agreed development.</li> <li>✘ I constantly shift the goalposts.</li> <li>✘ I am unaware of what my team is doing.</li> <li>✘ I do not delegate.</li> <li>✘ I am oblivious to individual team member's aspirations, pressures and personal circumstances.</li> <li>✘ I am aloof, arrogant or unapproachable or intimidate staff.</li> <li>✘ I take credit for and/or present other's work as my own.</li> <li>✘ I dwell on past mistakes and pre-judge past performance.</li> <li>✘ I model the inappropriate behaviours in our competency framework in person or online.</li> </ul> |
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