



Decoding Living Systems

Our competency framework

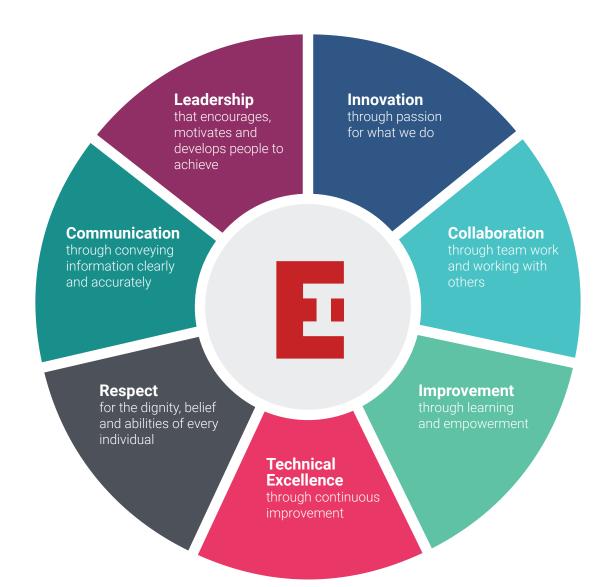


#### Our vision.

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

#### Our competency framework.



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

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Behaviours that are inappropriate.
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### Communication through conveying information clearly and accurately.

I listen carefully and ask questions to ensure understanding.	×	l give out inaccurate or inappropri
I'm an ambassador for El in person and online.	×	I talk down to people in person or
I communicate the right information to the right people at the right time.	×	l use jargon excessively with non- inexperience colleagues and colla
I maintain confidentiality and security of	×	l retain information which should others.
information where appropriate. I ask for and give regular feedback.	×	I only focus on giving negative fee
I deliver well-constructed, confident presentations that engage my audience.	×	l don't report results and findings accurate fashion.

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#### Collaboration through team work and working with others.

)	I have a positive and open-minded attitude.
)	I work constructively with others regardless of their position.
)	l look for opportunities to work across boundaries.
)	l understand how my behaviour and choice of words impact on others.
)	I am enthusiastic about my work.
)	I champion the reputation of my team.
)	I give credit and acknowledge people for their contribution.

I speak positively or constructively about colleagues, external partners, funders, and stakeholders.

- I take credit for other people's contribution. I speak negatively or destructively about colleagues, external partners, funders, and stakeholders
- I exclude others and do not share knowledge.
- I usually take a "It's not my job" attitude.
  - I am inflexible, unreliable and inconsistent.
- I only work to my agenda to the detriment of the team.





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I don't inform others in my team of wider department or institutional issues.



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My presentation style is confusing and obscure.



## Technical Excellence through continuous improvement.

- I apply specialist and detailed technical expertise.
- I keep on developing my job knowledge and expertise.
- I make sound and realistic judgements based on evidence.
- l pay attention to detail and ensure my work is accurate.
  - I proactively find solutions to problems.
- I take the lead in my area of expertise.



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- I conceal mistakes.
- I make assumptions without evaluating facts first.
- I raise problems without thinking about possible solutions.
- l criticise without understanding the issues or challenges others face.
- I spend too much time trying to achieve absolute perfection at the expense of my wider objectives.
- I don't validate or reproduce my results.

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

- I am polite and considerate in all my interactions.
- l actively listen to what you say.
- I value your contribution and reflect on your words.
- l treat you as an equal.

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I know who the EI culture champions are and who to speak to about inclusivity, diversity, equality, and accessibility.

- I am overly assertive and don't listen to others.
- I am divisive and judgemental.
- I manipulate and undermine others.
- l ignore you in person and online.
- My conduct challenges or weakens our culture of inclusivity, diversity, equality, and accessibility.



### Innovation through passion for what we do.



I strive for improvement and excellence in all aspects of my work.

I adapt my work and take on new tasks as agreed and ask for help if needed.

I discover and find new ways of doing things.

l stay abreast on new theories, trends or developments.

I challenge prevailing assumptions.

I actively seek to improve programmes and services.

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- I dismiss and resist change without trying first.
- I do it the way it has always been done.
- I fail to consider alternative ways of working.
- I am reluctant to work outside my "comfort zone".

I fail to appreciate the value and potential of novel methods and technologies.

I am not interested in attending training events or presentations by external speakers.

### Improvement through learning and empowerment.

- I take responsibility for my actions and do what I say.
- I share knowledge and professional expertise with others.
- I engage regularly with my professional networks.
- I respond positively to constructive feedback.
- I assess accurately my individual strengths and developmental needs.
- I act as a role model for others.
- I share ideas and raise any concerns through appropriate channels.

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- I say one thing and do another.
  - I base my decisions on gossip and unreliable information.
  - I do not delegate or share work.
  - I only see things from my own view point.
  - I don't communicate decisions to others.
  - I fail to verify and validate scientific claims with real-life examples.
  - I share my grievances about people or policies at EI in public forums.



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

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I set clear and realistic objectives.

I conduct performance reviews to identify and evaluate development actions.

I seek improvement opportunities for individuals in my team.

I provide timely and constructive feedback on performance.

I motivate and coach individuals to achieve their best.

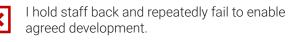
I praise and celebrate efforts and successes.

I address poor performance or inappropriate behaviour promptly.

I ensure the team plan and organisational priorities are communicated and understood.

l adapt my approach or management style to different people, cultures and situations.

I model the positive behaviours in our competency framework in person and online.



I constantly shift the goalposts.

I am unaware of what my team is doing.



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l do not delegate.

I am oblivious to individual team member's aspirations, pressures and personal circumstances.



I am aloof, arrogant or unapproachable or intimidate staff.



I take credit for and/or present other's work as my own.



I dwell on past mistakes and pre-judge past performance.

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I model the inappropriate behaviours in our competency framework in person or online.

