



BUILDING THE FIRST GENERATION OF EUROPEAN CERTIFIED ECONOMIC DEVELOPERS

# LOCAL ECONOMIC DEVELOPMENT (LED)

## COMPETENCY FRAMEWORK

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## Background

Formula Europa Institute (FEI) developed a **Local Economic Development Competency Framework** while serving as a Consultant to the Working Group which created ISO 18091:2014. This framework is expected to have wide applicability across the public sector. It reflects the strategic objectives, job roles and requirements of the sector, and the guidelines for implementation of ISO 9001:2008 for local governments as presented in ISO 18091:2014. The framework specifies the job roles which are recommended to be included in the local governments' teams engaged with local economic development, and outline the knowledge, skills, and attributes required to be effective in each role.

## Definition of Competency

The term *competency* may be defined as a set of related abilities, commitments, knowledge, and skills that enable a person (or an organization) to act effectively in a job or situation. There is often confusion between the terms *competence* and *competency*. In general the two terms mean the same - they are both used as a word specifying a required behavior within a job role. However, *competence* is more usually used when describing a basic minimum level of job behavior and *competency* would be more usually understood to be a description of performance excellence. This framework aims to support excellence.

## Definition of Competency Framework

A *competency framework* is a model that broadly defines the blueprint for 'excellent' performance within an organization or sector. It consists of a number of competencies, which can be generically applied to a broad number of roles within the organization or sector. Each of these competencies is then defined, using language that is clear enough to ensure that everyone has a common understanding of what 'excellent' job behavior looks like within the generic context. This common understanding then becomes the benchmark against which the performance of an individual, team, project, or even entire organization, can be assessed. It can help managers select new staff, review performance and support learning and development. The design of a competency framework should also reflect the culture and business objectives of the organisation, in this case a local government. It can then be at the heart of driving organisational success. By identifying essential competencies against which to measure performance, organisations can feel confident of placing their people in the areas of activities where they can be most effective. By demonstrating clear levels of progression, the framework allows individuals to identify job profiles. This can facilitate the planning of future personal development, which can be used to continue building successful careers in the public sector. By using the LED Competency Framework to support the development of their own organization/community/local government specific models, employers/local governments will be promoting both personal development and professional standards, which can contribute to the delivery of improved customer service and business results in the public sector securing higher quality of life of the local community.

## Why developed LED Competency Framework?

This Competency Framework for team members and managers in local governments' teams engaged in Local Economic Development (LED) was designed by LED experts working in collaboration with experienced framework developers. The aim is to provide a comprehensive document that will help local governments develop strong local economies and deliver a high quality public product resulting in higher quality of life for the local community. Local governments' input was also used to ensure that the framework is fit for purpose and matches communities' goals.

## Expected impact

The competency framework provides benefits for individuals dedicated their professional careers to public administration (public administrators and public managers), their employers, and customers – the local community.

*Public administrators and public managers benefit because it helps them to:*

- Deliver consistently high standards of customer service
- Identify their level of practice and plan their career in a more structured way
- Synchronize personal education and development needs
- Realize individual potential more effectively

*Employers benefit because it provides:*

- A model to ensure consistently high standards of public service
- Clearer insight into the expertise and competence of the public administration staff engaged in development of local economy
- A ground for visualizing the synergy between different jobs

*Customers/local community benefit because it makes it possible to be delivered:*

- Consistently high standards of public service
- Increased effectiveness to service provision
- Better environment for opening and conducting profitable local business
- Increased local market dynamics offering more business opportunities to local actors
- Well performing social ecosystem allowing more new jobs to be delivered
- Higher quality of life

Furthermore, the framework is of value to education and training providers as a basis for constructing qualifications and training that match the desired/required knowledge and skills for the specified job roles.

## LED Competency Levels

The framework has three levels of competency and allows scope to add other levels of competency as may be required.

The levels are:

Level One: Economic Development Practitioner

Level Two: Economic Development Expert

Level Three: Economic Development Specialist

## Progression through the competency framework

*In this framework competence at the higher levels is assumed to subsume the competencies required of roles at lower levels.* As an example, an Economic Development Practitioner will provide economic development solutions based on the competencies associated with the basic processes and principles of economic development and delivering public service. There are increased level of cognitive demand in the knowledge and understanding elements of the competence, and increasing maturity and confidence in demonstrating skills and behaviours. At higher levels of the framework there will be more evidence demanded of analytical and critical skills as well as increased effectiveness in managing and leading teams. Responsibility for evaluation, feedback and reporting also mark the higher levels of the framework.

This framework does not encompass all aspects of an individual's performance, such as performing in documents turnover and direct services to public. The roles described by the framework are sufficiently distinct to warrant their own set of categories, while bearing in mind the principle that all prior competencies are carried forward into the higher level roles.

Based on the fact that municipalities differ significantly by their size and number of inhabitants, it is expected the sizes of their economic development teams to be also different. It is to be assumed that in very small and small municipalities the economic development team may be presented by only one professional resp. trained as an Economic Development Practitioner, or Economic Development Expert. For this purpose, the competences relevant to Level 1 in this framework are designed in order to guarantee that this practitioner posses enough knowledge, skills and behavioural capacity to secure the proper participation of the municipality in the creation and implementation of the strategy for development for the whole region, the one which the municipality is part of.

In bigger municipalities the structure of the Economic Development Team may include Practitioner/s plus Senior Member/s and Team Leader, or only Practitioner/s and Team Leader, depends on the size of the locality, level of local development and financial flexibility.

# Economic Development Competency Framework

## Level 1: Economic Development Practitioner

*Job Role: Economic Development Team Member*

Category	Knowledge	Skills	Behaviours
<b>General Knowledge about Local Economic Development</b>	<p>Understands theoretical and practical perspectives on economic development;</p> <p>Understands the role of the local governance in local economic development;</p> <p>Understands types of stakeholders in regional development, roles and behaviours;</p> <p>Understands that development opportunities and investment decisions are influenced by factors such as geographic location, global competition, dynamics of the local market, state of regional infrastructure, legislation, workforce development, and that these are the areas which are subject of intervention in LED;</p> <p>Understands current local and global economic situation, trends, opportunities and threats for the local economy;</p>	<p>Participates in the team which sets up the vision for the economic development of the locality/region;</p> <p>Participates in the process of Identification &amp; analysis of strengths, weaknesses, threats and opportunities for the local/regional economy;</p> <p>Identifies stakeholders with key impact on the local/regional economic development and establish working contacts with them;</p> <p>Selects participants and prepares the meetings of the bodies responsible for developing the vision for the local economic development;</p> <p>Conducts the process of idea management during brainstorming and public consultations focused on local economic development;</p> <p>Interacts and collaborates with diverse groups of people;</p> <p>Conducts research, collects and organizes information about the different sectors in the local economy, global competition, local market, regulations, available statistics;</p>	<p>Demonstrates clear understanding about the impact which economic development initiatives may have on the community's quality of life, within the broader political and social context;</p> <p>Shows determination to contribute to the community's efforts to close the gaps between the current and the desired economic situation;</p> <p>Accepts and successfully performs a supporting role in the common change efforts;</p> <p>Supports a vision and culture where everybody feels empowered to generate ideas, to seek and share knowledge, to think out of the box, and to think large</p>
<b>Knowledge about instruments for Local Economic Development</b>	<p>Understands Economic Development Strategic Planning and the use of instruments, (financing &amp; development), to ensure a healthy local economy - from helping small businesses grow to leading</p>	<p>Participates in the local/regional team responsible for defining the local unique product;</p> <p>Participates in the team engaged with SWOT analysis of the territory, developing the strategic planning for</p>	<p>Collects, categorizes and tracks relevant information about good practices in creation and implementation of instruments for Local Economic Development;</p>

large real estate development projects to attracting investors to the region;

Understands the process of designing instruments for boosting the local economic development like:

- strategies territorial investment marketing and business attraction ,
- programs for business retention and attraction,
- public policies for supporting local SME,
- strategies for workforce development,
- strategies for depressed neighborhood recovery,
- financial engineering;
- other instruments for developing strong local economy

Understand the principles of public diplomacy in local economic development

Understands advanced instruments for achieving technology-led economic development

Understands Small Business Act for Europe (SBA)

Knows how to locate information about good practices in SBA implementation on local/regional level

Understands the process of creation of SBA policy measures on local/regional level

economic development of the locality/the region – local/regional strategies for development;

Conducts research, collects and organize information about the local SMEs performance, trade, export, workforce development, real estate development, statistics;

Serves as a first contact point between the organizational team engaged with economic development and the other departments within the municipality, as well between the municipality and the external stakeholders;

Provides assistance in the development of instruments for boosting the local economic development like:

- strategies territorial investment marketing and business attraction ,
- programs for business retention and attraction,
- public policies for supporting local SME,
- strategies for workforce development,
- strategies for depressed neighborhood recovery,
- financial engineering;
- other instruments for developing strong local economy

Aligns and prioritizes own action plans to fulfill tasks

Considers membership in Professional LED Organizations, and subscription for thematic LED publications;

Seeks new sources of information to increase own knowledge base; and shares information and knowledge with co-workers;

Demonstrates interest in new ways of performing tasks;

Adopts simple remedial solutions to simple service delivery orientated problems;

Listens to the ideas and perspectives of others and explores opportunities to enhance these ideas.

Seeks participation in international seminars/ work-shops / conferences focused on local economic development

<p><b>Implementation of policies/projects/instruments for Local Economic Development</b></p>	<p>Understands Action Plans and Budgets, Indicative Programs and other documents relevant to implementation of instruments for boosting local economy like:</p> <ul style="list-style-type: none"> <li>- strategies territorial investment marketing and business attraction ,</li> <li>- programs for business retention and attraction,</li> <li>- public policies for supporting local SME,</li> <li>- strategies for workforce development,</li> <li>- strategies for depressed neighborhood recovery,</li> <li>- financial engineering;</li> <li>- other instruments for developing strong local economy</li> </ul> <p>Understands the process of calling for project proposals and selecting projects which are designed to implement LED strategies/programs;</p> <p>Possesses basic project management skills;</p> <p>Knows how to monitor the process of policy/strategy implementation, to prepare reports and to propose adjustments;</p>	<p>Commences the specific initiative after council approval;</p> <p>Collects, categorizes and tracks relevant information required for specific tasks and projects;</p> <p>Analyses and interprets information to draw conclusions;</p> <p>Implements procedures of project/program management, monitors its implications and secures stakeholder involvement;</p> <p>Secures the outcome of the project in relation to municipality's goals;</p> <p>Documents and communicates issues and risks associated with the project implementation;</p> <p>Uses results of other successfully completed projects/programs as points of reference;</p> <p>Applies existing policies in own field of work.</p> <p>Communicates updated information to other departments in the organization, and to stakeholders</p>	<p>Makes quick decisions when to solve problems independently and when to consult others for resolution beyond own authority;</p> <p>Participates actively and constructively in problem solving discussions; identifies and documents issues associated with problems;</p> <p>Responds promptly and efficiently to alterations in tasks contexts;</p> <p>Demonstrates logical problem solving approach and provides rationale for proposed solutions;</p> <p>Determines root causes of problems and evaluates whether solutions address root causes;</p> <p>Demonstrates objectivity, thoroughness, insightfulness, and probing behaviors when approaching problems; and demonstrates the ability to break down complex problems into manageable parts and identify solutions.</p>
<p><b>Relations with Stakeholders/ Public Diplomacy</b></p>	<p>Understands the complexity and the importance of correlation between different sectors for developing strong local economy</p> <p>Understands that the interests of stakeholders differ and there is a need of</p>	<p>Successfully builds connections with stakeholders;</p> <p>Uses communications effectively to engage stakeholders' interest and stimulate stakeholders' participation;</p>	<p>Demonstrates ability to modify approaches to suit stakeholder type and behaviour</p> <p>Shows good listening skills</p>

precise public diplomacy for successful integration of these interests in the common vision for development

Understands and knows how to identify, and how to approach key stakeholders in local economy

Acknowledges stakeholders' rights and knows how to incorporate stakeholders' knowledge to improve own organization's efficiency;

Knows how to communicate with the media without compromising the integrity of the municipality and the interests of the external stakeholders

Balances political views with community needs when communicating differing viewpoints on complex issues;

Demonstrates proactive awareness of stakeholders' needs;

Communicates matters important for the community to all relevant stakeholders;

Creates effective models for business visitations and surveys;

Tracks and analyzes stakeholders' feedback and response, prepares reports to the team management;

Technically supports negotiations around complex issues and contribute for arrival at a win / win situation;

and is adaptable to the needs of the stakeholders

Shows initiative in responding to the perceived stakeholders' needs, while remaining empathetic to their feedback. Is courteous in responding to stakeholders and shows genuine respect for the stakeholder's viewpoint

Creates links among various stakeholders and instills a common sense of identity towards the achievement of the local community common goals;



<p><b>Delivering business objectives/ Accountability and Ethical Conduct</b></p>	<p>Understands that the role of economic development professionals becomes more complex and challenging with each passing year - budgets keep getting tighter; industry needs continually change; and global economic, social and environmental factors bring new levels of complexity to the job</p> <p>Understands that characteristics for highest performance in economic development are: building relationships and community capacity to foster broad prosperity, and it embodies adaptability, responsiveness and integrity;</p> <p>Understands that economic development requires environment where integrity, honesty and accountability flourishes;</p> <p>Understands the basic steps in problem solving and analysis and solves basic problems using municipal guidelines;</p> <p>Knows how to implement anti-corruption measures;</p> <p>Understands and shares culture of accountability</p> <p>Knows how to deal promptly, and in the interest of the community, with situations where conflict of interest arises</p>	<p>Uses modern technology to stay abreast of world trends and information;</p> <p>Seeks new sources of information to increase own knowledge base;</p> <p>Shares information and knowledge with co-workers</p> <p>Analyses own performance and identifies areas for improvement</p> <p>Identifies when to solve problems independently and when to consult others for resolution beyond own authority;</p> <p>Participates actively and constructively in problem solving discussions;</p> <p>Identifies and documents issues associated with problems;</p>	<p>Evaluates information from multiple sources and uses information to influence decisions;</p> <p>Study and implement best practices to improve own performance;</p> <p>Demonstrates personal commitment to improving performance;</p> <p>Takes responsibility for achieving personal goals;</p> <p>Demonstrates logical problem solving approach and provides rationale for proposed solutions;</p>
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**Level 2: Economic Development Expert**

Job Role: Economic Development Senior Team Member

Category	Knowledge	Skills	Behaviours
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<p><b>Strategic capability for visualisation in Local Economic Development</b></p>	<p>Displays and contributes in-depth knowledge to strategic planning in local development and posses capability to create long term vision for developing the region;</p> <p>Knows what exactly is the role of the local governance in local economic development, how to analyse the administration’s efficiency in managing the local development, and what measures my be taken for improvement;</p> <p>Knows how to define the Local/ Regional Integrated System for Economic Development – governing bodies, business entities, academic institutions, NGOs, relevant legislation;</p> <p>Posses profound knowledge about current local and global economic situation, posses capability to analyse trends, opportunities and threats for the local economy;</p> <p>Knows how to recognize development opportunities and how to influence investment decisions based on factors such as geographic location, global competition, dynamics of the local market, state of regional infrastructure, legislation, workforce development;</p> <p>Knows how to identify stakeholders with key impact on the local economic development and how to involve them with visionary and implementation process;</p>	<p>Plays significant role in the regional body engaged with setting up the long term vision for the economic development of the locality/region (e.g. Regional Council for Development) – presents the SWOT analysis conclusion to the board, evaluates current economic situation, defines the local unique product, generate ideas, offers expert positions, suggest actions</p> <p>Plays significant role in the internal team engaged with preparation of SWOT analysis defining the strengths, weaknesses, threats and opportunities for the local/regional economy – manage the production of SWOT analysis</p> <p>Collaborates with internal and external (beyond the region) stakeholders with key impact on the local/regional economic development;</p> <p>Reports and influences decisions made at the meetings of the bodies responsible for developing the vision for the local economic development;</p> <p>Analyses reports, information and data during the process of idea management/brainstorming/public consultations focused on local economic development;</p> <p>Evaluates activities to determine value added and alignment with the municipality’s strategic goals; Creates reports, provides expertise and advisory to national authorities when requested;</p>	<p>Proactively seeks new opportunities;</p> <p>Initiates, supports and encourages new ideas;</p> <p>Inspires ideas that have impact even wider than the locality;</p> <p>Holds self accountable for contributing to the common efforts to build a competitive local economy;</p> <p>Requires staff to generate ideas, seek and share knowledge; think out of the box, think large;</p>
<p><b>Knowledge about developing instruments for fulfilling the agreed vision for Local Economic Development</b></p>	<p>Displays and contributes in-depth knowledge for developing &amp; financing instruments to ensure a healthy local economy</p>	<p>Manage the team engaged with designing instruments for local economic development like:</p>	<p>Involves the appropriate people, to resolve complex economic problems</p> <p>Generates various solutions / options and contingency plans for</p>

Displays and contributes in-depth knowledge how to design for boosting the local economic development like:

- strategies territorial investment marketing and business attraction ,
- programs for business retention and attraction,
- public policies for supporting local SME,
- strategies for workforce development,
- strategies for depressed neighborhood recovery,
- financial engineering;
- other instruments for developing strong local economy

Knows how to involve key stakeholders in developing strategies for economic growth;

Knows how to develop & apply advanced strategies for technology-led economic development;

- strategies territorial investment marketing and business attraction ,
- programs for business retention and attraction,
- public policies for supporting local SME,
- strategies for workforce development,
- strategies for depressed neighborhood recovery,
- financial engineering;
- other instruments for developing strong local economy

Analyze the data produced during stakeholders' brainstorming and public consultations and translate the data into proposals

Conducts research, collects and organize information about the local SMEs performance, trade, export, workforce development, real estate development, statistics - Suggests drafts for public policies

Conducts research, collects and organize information about trends in world economy, define targeted foreign companies as prospect investors, sets up & implements communication strategies

Secures participation in all key stakeholders in strategic planning and public policy-making

Deliver training to staff and concerned stakeholders

development problems;

Identifies the impact of solutions on multiple areas within the local economy;

Develops contingency measures and explores various problem solving options.

Establishes and fosters an environment which encourages analytical and fact-based problem solving;

<p><b>Management of the implementation of policies/projects/instruments for Local Economic Development</b></p>	<p>Knows how to build &amp; deliver Actions Plans, Budgets, Indicative Programs, and other documents relevant to the implementation of LED instruments for boosting the local economy like:</p> <ul style="list-style-type: none"> <li>- strategies territorial investment marketing and business attraction ,</li> <li>- programs for business retention and attraction,</li> <li>- public policies for supporting local SME,</li> <li>- strategies for workforce development,</li> <li>- strategies for depressed neighborhood recovery,</li> <li>- financial engineering;</li> <li>- other instruments for developing strong local economy</li> </ul> <p>Knows how to organize calls for project proposals, how to build criteria for project selection, and how to contract works on the projects selected;</p> <p>Displays and contributes knowledge in-depth to existing sources for funding public projects, e.g. central, regional, local budgets, grants, procurement;</p> <p>Displays and contributes in-depth knowledge to existing European funding instruments and the procedures for their implementation;</p>	<p>Monitors the management of multiple projects and balances priorities and conflicts between projects based on broader community goals;</p> <p>Monitors the management of risks across multiple projects by examining total resource requirements and assessing impact of projects on the day-to-day operations;</p> <p>Suggests modifications in project/program/policy approach and budget without compromising the quality of outcomes and the desired results;</p> <p>Evaluates community's business climate;</p> <p>Identifies "red flags" that may indicate a company is looking to move elsewhere</p> <p>Evaluates existing SME funding programs including micro-lending, venture capital, and angel networks</p> <p>Creates a system to measure job growth</p> <p>Establish an early warning system</p> <p>Evaluate currently used models for business visitations and surveys;</p> <p>Analyze stakeholders' feedback and response</p>	<p>Analyses ineffective team and work processes and recommends improvement;</p> <p>Recognizes and rewards desired behaviors and results;</p> <p>Mentors and counsels others; addresses balance between individual career expectations and organizational needs;</p> <p>Considers developmental needs of personnel when building teams and assigning tasks;</p> <p>Establishes an environment in which team members can maximize their potential;</p> <p>Guides others on managing people; inspires a culture of performance excellence by giving positive and constructive feedback to the team;</p> <p>Shares knowledge of the big picture to help others understand Creates a culture of continuous learning and development.</p>

	<p>Displays and contributes in-depth knowledge to financial engineering, more precisely knows how to attract private capital for funding LED instruments;</p> <p>Possesses superior project management skills;</p> <p>Knows how to motivate and coaches project teams to achieve highest project results;</p>		
<p><b>Relations with Stakeholders/ Public Diplomacy/ Change Management</b></p>	<p>Knows how to build a precise strategy public diplomacy &amp; communication in order to achieve successful integration of the interests of different stakeholders in the common vision for development;</p> <p>Knows how to build and maintains a wide network of internal and external relationships to gain confidence, trust and respect from others;</p> <p>Knows how to identify “change agents” (responsible for implementing the change) and creates a network of internal and external leaders who support and own the change;</p> <p>Knows how to inspire change that has impact even wider than the community;</p>	<p>Builds a Strategy for Public Diplomacy &amp; Communication, and trains the staff involved with relations with stakeholders;</p> <p>Creates and implements efficient system for sharing knowledge &amp; views with stakeholders in order to ensure that all parties are capable to make informed decisions and further policy-making will reflect real needs;</p> <p>Posses diplomacy skills to achieve agreement or consensus in an adversarial environment</p> <p>Proactively seeks new opportunities for enhance relations with stakeholders and to narrow interests ;</p> <p>Capitalizes on relationships with various stakeholders in establishing strategic alliances in facilitating change efforts;</p> <p>Consults and persuades all the relevant stakeholders of the need for change;</p> <p>Takes calculated risks and is constantly seeking new ideas from leading edge organizations and external sources;</p>	<p>Holds motivational sessions with stakeholders to share information and new ideas.</p> <p>Recognizes and exploits knowledge nodes in interactions with stakeholders;</p> <p>Works across municipalities to identify and share critical knowledge.</p> <p>Adapts and integrates information from multiple sources to create innovative knowledge management solutions;</p> <p>Nurtures a knowledge-enabling environment while dealing with stakeholders;</p>

		Creates innovative ways of reinforcing change, rewarding change acceptance and discouraging change resistance;	
<b>Delivering business objectives/ Accountability &amp; Ethical Conduct</b>	<p>Knows how to guide through complexity and uncertainty of vision;</p> <p>Knows how to set up benchmarks, evaluate, and monitor the objectives delivery;</p> <p>Knows how to develop and implement risk management;</p> <p>Knows how to coordinates the translation of policy into action plans;</p> <p>Knows how to assess community involvement and political feasibility</p> <p>Knows that highest performing economic development organizations/teams are:</p> <ul style="list-style-type: none"> <li>- Are driven by their customer</li> <li>- Operate with a strong strategic plan</li> <li>- Measure results and adjust accordingly</li> <li>- Are creative risk-takers</li> <li>- Build strong alliances and networks</li> <li>- Earn the trust and respect of their communities</li> <li>- Are efficient with funding and resources</li> <li>- Invest in their people</li> </ul>	<p>Develops clear and implementable programs;</p> <p>Establishes guidelines to balance cost-consciousness and service delivery;</p> <p>Sets up realistic benchmarks and measuring;</p> <p>Ensures the design of internal work processes to secure delivery;</p> <p>Deals promptly, and in the interest of the state, with situations where conflict</p> <p>Reports fraud, corruption, nepotism and maladministration;</p>	<p>Demands broad and deeper knowledge to ensure objectives delivery;</p> <p>Delivers messages in a manner that gains support, commitment and agreement;</p> <p>Listens well and is receptive;</p> <p>Encourages participation and mutual understanding.</p> <p>Shares information openly, whilst respecting the principle of confidentiality</p>

### Level 3: Economic Development Specialist

Job Role: Economic Development Team Leader

Category	Knowledge	Skills	Behaviours
<p><b>Strategic capability for Visualisation &amp; Leadership in Local Economic Development</b></p>	<p>Knows how to serve as an architect of the local economy;</p> <p>Knows how to lead the process of recognition, integration and implementation of the potential of the region and how to determine vision, mission, goals and objectives for developing strong local economy;</p> <p>Knows how to design measures aimed to optimize the efficiency of the Local/Regional Integrated System for Economic Development – governing bodies, business entities, academic institutions, NGOs, relevant legislation.</p> <p>Knows how to translate complicated data &amp; analysis into a vision which could be easily understood by everybody;</p> <p>Knows how to incorporate the regional vision for development into the national one and to generate support for the local vision implementation;</p> <p>Knows how to take advantage of the short, mid and long term trends in the global economy on behalf of the local community’s interests and to incorporate these perspectives into the local vision for development;</p>	<p>Serves in the board of the local/regional body engaged with developing the long term vision for economic development of the territory (e.g. Regional Council for Development);</p> <p>Represents the Region in professional debates on issues linked to national economy and advises the local and national political leadership when decisions must be made;</p> <p>Communicates with the heads of regional and local entities which are having impact on local economy, and earns their support for the process long term economic development strategic planning;</p> <p>Posses skills to manage business entities engaged with local/regional economic development (e.g. Development Corporations);</p>	<p>Think large, and out of the Box;</p> <p>Inspire others to think large, and out of the box by creating loyalty, comradeship and environment that permits innovative thinking;</p> <p>Feels emotionally attached to the region;</p> <p>Holds self accountable for executing a strategy and reaching common goals;</p>

<p><b>Capability for LEADING the process of development of instruments for fulfilling the agreed vision for Local Economic Development</b></p>	<p>Posses capacity to see the big picture of he local economy, and determine directions which need to be changed, as well corrections which need to be applied;</p> <p>Knows how to direct the process of drafting instruments which will make possible for the community to turn its long term vision for economic development into a reality;</p> <p>Knows how to mobilise sources, internal and external, and secure funding for implementation of the designed instruments;</p> <p>Knows what to expect during the process of debates on the proposed strategies/programs/policies and prepares with arguments based on knowledge/analysis/forecasts;</p>	<p>Leads the process of designing multiple instruments for boosting the local economy</p> <p>Leads and coordinates the translation of LED instrument/policy into action plans;</p> <p>Unites stakeholders for fulfilling the agreed vision for local development</p> <p>Serves as a contact point between the expert team working on instruments' design and the political leadership of the region</p> <p>Introduces new approaches towards LED instruments development based on researched good practices of leading regions in the world</p> <p>Ensures the financial planning in the region will support the LED instruments suggested</p> <p>Ensures the identification and implementation of partnerships, including public-private partnerships, and explores other avenues to achieve financial capacity for LED instruments' implementation</p>	<p>Ensures the expert team engaged with designing the LED instrument is well prepared and posses professional capacity for Economic Development Strategic Planning;</p> <p>Ensures the stakeholders Influencing the process of Strategic Planning, including the political leadership and the administration, are presented with enough opportunities to upgrade its knowledge about Economic Development Strategic Planning;</p> <p>Ensures the development of standards and processes to meet future knowledge management requirements;</p> <p>Takes calculated risks and is constantly seeking new ideas from leading edge organizations and external sources;</p>
<p><b>Management of the implementation of MULTIPLE projects/instruments for Local Economic Development</b></p>	<p>Knows how to evaluate all activities to determine value added and alignment with the community's strategic goals;</p> <p>Knows how to ensure alignment of strategies across various functional areas to the local/regional strategy for development;</p> <p>Know how to monitor the management of multiple projects and balances priorities and conflicts between projects based on broader community's goals;</p>	<p>Monitors and reviews strategic plans consistently and takes corrective action to keep plans on track in light of new challenges in the environment;</p> <p>Motivates and coaches project teams to achieve highest project results;</p> <p>Monitors results of LED multiple instruments' implementation and</p>	<p>Puts in place procedures to manage risks;</p> <p>Persuades political heads to adopt and implement designed LED instruments;</p> <p>Creates a network of leaders who support the designed LED instruments;</p> <p>Identifies and assists in resolving resistance</p>



	<p>Knows how to monitor the management of risks across multiple projects by examining total resource requirements and assessing impact of projects on the day-to-day operations;</p> <p>Knows how to modify project approach and budget without compromising the quality of outcomes and the desired results;</p> <p>Knows how to monitor policy implementation and puts in place procedures to manage risks.</p>	<p>report to stakeholders on frequent basis;</p> <p>Involves top-level political authority and other relevant stakeholders in the process;</p> <p>Designs complex problem solving tools and methods;</p> <p>Succeeds in achieving maximum results with limited resources;</p>	<p>to change with stakeholders;</p>
<p><b>Relations with Stakeholders/ Public Diplomacy/ LEADERSHIP in Change Management</b></p>	<p>Posses capability to act as a leader who can promote municipality's mission and vision to all relevant stakeholders and to motivate others to achieve a common goal;</p> <p>Knows how to guide through complexity and uncertainty of vision;</p> <p>Knows how to lead and unite by building consensus among stakeholders who represent different values and interests and the community as a whole;</p> <p>Knows how to expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way;</p> <p>Knows how to balance political views with community's needs when communicating differing viewpoints on complex issues;</p>	<p>Identifies obstacles in the relations with stakeholders and apply measures for adjustment to executing strategy for public diplomacy;</p> <p>Establishes broad stakeholder involvement and communicates the LED measures' status and key milestones;</p> <p>Delivers messages in a manner that gains support, commitment and agreement;</p> <p>Steers negotiations around complex issues and arrives at a win / win situation;</p>	<p>Demonstrates commitment through actions;</p> <p>Supports stakeholders in achieving their goals;</p> <p>Impacts positively on community's morale, sense of belonging and participation;</p> <p>Demonstrates objectivity, thoroughness, insightfulness, and probing behaviors when approaching stakeholders' reservations;</p> <p>Communicates controversial messages to stakeholders tactfully;</p> <p>Communicates high risk sensitive matters to all relevant stakeholders;</p>

**Delivering business objectives /Accountability and Ethical Conduct**

Knows that high performing leaders in economic development are the ones who:

- have passionate, innovative and capable leadership
- are strategic thinkers and operators
- are highly effective communicators
- embrace change as a baseline for success
- form great teams to carry out the work
- are ethical and represent community interests;

Creates an environment where integrity, honesty and accountability flourishes;

Develops and implements anti-corruption measures;

is widely recognized as an expert in fighting fraud, corruption and other acts of dishonesty;

Sets shared accountabilities and integrity standards across the organization in support of organizational objectives;

Is fully responsible for own actions even if it reflects negatively on self or organization;

Creates a culture of accountability;

Develops and applies self-corrective measures;

Makes proposals and recommendations in a way that wins the trust and support of others;

Promotes transparent and accountable administration;

Presents ideas and beliefs in a manner which is consistent with the rules and regulations of the organization / department;

Acts decisively against corrupt and dishonest conduct;

Promotes the values and beliefs of the organization internally and externally;

Co-operates with others and works as a team and not for personal benefit;

Oversee the acceptance of responsibility and accountability in the organization.

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