



# Our values and core skills

A quick reference guide

# Values

We serve the public and our decisions directly affect the wellbeing of people, businesses and the UK economy. So our values matter. They represent the culture we aspire to every day, guiding our judgements, building trust and helping us to be 'At our best'.



## Deliver in the public interest

- **Resourceful** – delivering the greatest public value for our money
- **Public first** – putting the public's needs first
- **Informed** – we always know what we're talking about when we talk about consumers and markets



## Act with integrity

- **Open & honest** – we say exactly what we'll do – and then do it
- **Courageous** – stand up for what is right not what is easy, even under pressure
- **Accountable** – we take responsibility for our decisions and actions



## Be ambitious

- **Fast & fair** – staying focused, keeping things simple and delivering at pace
- **Challenging** – using our judgement to challenge and change the status quo
- **Forward thinking** – actively anticipating and preparing for the future



## Work inclusively

- **Keep an open mind** – ways be objective and fair, put your preconceptions in a box
- **Get the full picture** – actively seek the input of others with different experiences
- **Be a good colleague** – being caring, helpful, supportive and challenging so we can all work at our best



## Connect & deliver

- **Forge productive links** – create collaborative relationships across and outside the FCA
- **Join things up** – seek ways to share knowledge and integrate work
- **Support & challenge** – stay focused on our priorities and support each other when under pressure

# Core skills

## What are our core skills?




Our core skills are made up of Judgement, Engagement, Delivery and Self-management. Collectively, these core skills are known as JEDS.

## How do core skills impact me?

The JEDS can help you identify your strengths and development areas, and will enable you and your line manager to align your development to your career aspirations.

## How do core skills fit in?

Your core skills will be assessed if you apply for other roles at the FCA, along with your Technical know-how and the way you live the values.

Skill	Description	Elements
 <p><b>Judgement</b></p>	<p>Working with others to analyse situations, draw conclusions, develop options and make considered decisions in the public interest.</p> <p><i>It's defining the problem, identifying key insights from a range of information sources, and then creating a range of options to achieve the right outcome.</i></p>	<ul style="list-style-type: none"> <li>Analysing &amp; synthesising data</li> <li>Conceptual &amp; innovative thinking</li> <li>Team based problem solving</li> </ul>
 <p><b>Engagement</b></p>	<p>The inter-personal skills needed to engage with others – both internally and externally – in a positive way and with empathy, building trust and respect through open and honest two-way conversations.</p> <p><i>It's about listening carefully, conveying your own perspective clearly, and being able to flex your communication style according to the situation.</i></p>	<ul style="list-style-type: none"> <li>Listening &amp; understanding</li> <li>Clear, compelling, effective communication</li> <li>Influencing &amp; consensus building</li> </ul>
 <p><b>Delivery</b></p>	<p>The skills needed to create plans and then deliver against agreed priorities amidst complexity and change.</p> <p><i>It involves using project management and organisational skills to coordinate action, balancing the important with the urgent as new challenges arise, and taking a pragmatic approach to getting things done.</i></p>	<ul style="list-style-type: none"> <li>Planning, change &amp; project management</li> <li>Co-ordinating, supporting &amp; streamlining work</li> <li>Agility &amp; drive</li> </ul>
 <p><b>Self-management</b></p>	<p>The ability to understand yourself, channel your emotions effectively, and win the trust of others.</p> <p><i>It's about managing your energy and demonstrating resilience when under pressure, using coping strategies and knowing when to seek support.</i></p>	<ul style="list-style-type: none"> <li>Managing personal energy &amp; resilience</li> <li>Self-awareness &amp; learning</li> <li>Managing personal impact</li> </ul>

# Judgement

Administrator	Associate	Manager/TS	HoD	Director
<b>Analysing &amp; synthesising data</b>				
<ul style="list-style-type: none"> <li>Gathers, analyses and organises verbal and numerical information, identifying relevant points and issues</li> <li>Considers pros and cons of choices before deciding what to do</li> </ul>	<ul style="list-style-type: none"> <li>Draws on a variety of qualitative and quantitative sources and techniques when analysing data, identifying root causes and key issues</li> <li>Evaluates the pros and cons of options/proposals, considering lessons learnt as well as benefits and risks</li> </ul>	<ul style="list-style-type: none"> <li>Quickly identifies relevant issues from a wide range of data points and analyses, making the links to other work; clarifies the nature of a problem and its scope, providing focus for consequent analysis</li> <li>Comes to timely, well-balanced decisions that fit the context, applying judgement to weigh up trade offs</li> </ul>	<ul style="list-style-type: none"> <li>Applies critical thinking to strategic and operational information – uses understanding of the wider organisational “system” to cut through complexity and provide insight into opportunities and threats</li> <li>Uses judgement to make well-informed decisions in a context of general uncertainty and a wide range of external and internal considerations</li> </ul>	<ul style="list-style-type: none"> <li>Discerns complex external and internal trends – quickly assimilates a broad range of data, applying different lenses to understand situations and re-frame problems</li> <li>Makes sound decisions for the longer term, applying fine judgement to address difficult trade-offs and dilemmas despite uncertainty</li> </ul>
<b>Conceptual &amp; innovative thinking</b>				
<ul style="list-style-type: none"> <li>Resolves challenges in own work and proposes ideas for getting things done to support greater efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Introduces different ways of thinking about or approaching issues to drive improved efficiency and value for money</li> <li>Critically evaluates deeper assumptions or beliefs, using data and external perspectives to challenge the status quo and constructively reframe people’s thinking</li> </ul>	<ul style="list-style-type: none"> <li>Develops a vision for a work area, articulating outcomes and ways to achieve these</li> <li>Generates a variety of options for taking work forward, both incremental and more innovative</li> </ul>	<ul style="list-style-type: none"> <li>Creates an engaging and stretching vision for their business area which aligns with broader organisational direction and strategy</li> <li>Generates innovative solutions and approaches that drive the business area toward its vision whilst recognising practical constraints</li> </ul>	<ul style="list-style-type: none"> <li>Combines strong conceptual thinking with analytic rigour to create a compelling future business vision, together with a clear strategy for achieving that vision</li> </ul>
<b>Team based problem solving</b>				
<ul style="list-style-type: none"> <li>Contributes relevant ideas and insights when problem solving as a team</li> </ul>	<ul style="list-style-type: none"> <li>Engages fully in collective problem solving – shares own expertise and insights, and uses tools/techniques that help others to contribute</li> </ul>	<ul style="list-style-type: none"> <li>Facilitates collective problem solving – convenes colleagues with diverse views and relevant expertise, ensuring clarity on objectives at the outset</li> <li>Draws on a range of problem-solving techniques to achieve clarity on the task, explore relevant insights and determine a way forward</li> </ul>	<ul style="list-style-type: none"> <li>Leads the creation and/or management of cross-divisional teams to resolve systemic challenges, ensuring representation from relevant stakeholders and fields of expertise</li> <li>Leverages strategic problem-solving approaches to frame the problem, evaluate options and put forward credible solutions</li> </ul>	<ul style="list-style-type: none"> <li>Takes the lead in convening key stakeholders across and outside of the organisation to address the issues and opportunities fundamental to our mission/vision</li> </ul>

# Engagement

Administrator	Associate	Manager/TS	HoD	Director
<b>Listening &amp; understanding</b>				
<ul style="list-style-type: none"> <li>Asks open questions to gain clarity and build understanding</li> <li>Listens carefully to what people say, summarising key points and acknowledging their views</li> </ul>	<ul style="list-style-type: none"> <li>Engages with genuine empathy and curiosity, focusing attention on others and using probing questions to strengthen depth of own understanding</li> <li>Interacts with a sensitivity that helps people talk about their emotions as well as the task in hand</li> </ul>	<ul style="list-style-type: none"> <li>Uses coaching and feedback techniques in ongoing performance conversations to help people gain insights into their strengths and development areas, as well as deeper motivations and beliefs</li> <li>Tunes into the emotions behind people's words, judging when and how to come into a conversation with their own observations, or to address what's been shared</li> </ul>	<ul style="list-style-type: none"> <li>Engages and builds trust with people at all levels – approachable and demonstrating authentic interest in others through consideration of their perspectives in onward action</li> <li>Provides insightful and candid feedback to progressively build confidence and shift behaviour and performance</li> </ul>	<ul style="list-style-type: none"> <li>Regularly engages with key stakeholder groups - internally and externally – to understand and integrate their perspectives into operation of the business</li> <li>Coaches leaders and teams to further explore and develop their potential</li> </ul>
<b>Clear, compelling, effective communication</b>				
<ul style="list-style-type: none"> <li>Converses and writes clearly and concisely so that others can quickly understand key messages</li> </ul>	<ul style="list-style-type: none"> <li>Uses everyday vocabulary, as well as images and stories, to get messages across with impact</li> <li>Varies own communication style to fit the context – more assertive or inquisitive depending on the urgency</li> </ul>	<ul style="list-style-type: none"> <li>Employs logic and emotion to ensure communication achieves intended impact with particular audiences</li> <li>Builds trust through timely, straightforward and open two-way communication</li> </ul>	<ul style="list-style-type: none"> <li>Communicates and relates the work of teams to a compelling vision that is understood by all</li> <li>Communicates complex messages with clarity and conviction, gauging when best to engage one to one or in groups</li> <li>Employs a more directive approach when needed, providing clarity to individuals and teams on the way forward</li> </ul>	<ul style="list-style-type: none"> <li>Engages internal and external audiences in an inspiring narrative for the organisation, connecting our past to the present and future in a way which is relevant and compelling</li> <li>Communicates with gravitas and clear purpose to a wide audience of stakeholders on topics meaningful to our mission</li> </ul>
<b>Influencing &amp; consensus building</b>				
<ul style="list-style-type: none"> <li>Uses an effective combination of words, pictures and data to present proposals to others, thinking through "what's in it for them" and the relevance to their work</li> </ul>	<ul style="list-style-type: none"> <li>Makes connections between own ideas and the things that matter to others, thinking through in advance how to appeal to both "hearts and minds" and address known challenges</li> </ul>	<ul style="list-style-type: none"> <li>Encourages open and honest two-way dialogue to help people make sense of a new direction, share ideas and concerns, and get aligned</li> <li>Flexes style and approach to build consensus and generate buy-in e.g. using personal emotion or hooking into the emotional needs of others</li> </ul>	<ul style="list-style-type: none"> <li>Employs a range of techniques to energise and inspire individuals and teams to take action, e.g. storytelling, creating a "burning platform"</li> <li>Resolves conflict by building alignment to desired outcomes and goals; highlights the benefit and relevance of differing perspectives</li> </ul>	<ul style="list-style-type: none"> <li>Imparts confidence and conviction when communicating the organisational mission and strategy, driving engagement and alignment across business areas</li> <li>Inspires people to action through integrating the perspectives and addressing the concerns of a diverse range of stakeholders (internal and external)</li> </ul>

# Delivery

Administrator	Associate	Manager/TS	HoD	Director
<b>Planning, change &amp; project management</b>				
<ul style="list-style-type: none"> <li>Thinks ahead and plans work carefully, organising and prioritising tasks in line with the direction set</li> </ul>	<ul style="list-style-type: none"> <li>Clarifies expected outcomes, thinks through the key steps needed to get there, then breaks work down into structured tasks</li> <li>Identifies links between own objectives and other work, and maps key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Prioritises work and resource alignment to sustain successful delivery</li> <li>Sets objectives with clear outcomes and success measures, delegating in line with experience or development need and empowering team to deliver</li> <li>Focuses attention on the critical path, inter-dependencies, risk mitigation and managing stakeholder opinion</li> </ul>	<ul style="list-style-type: none"> <li>Sets direction through defining clear objectives and outcomes, as well as bringing clarity on roles, responsibilities and approach across teams</li> <li>Applies programme and change management principles to facilitate coordinated delivery of priorities through structures, processes and teams</li> </ul>	<ul style="list-style-type: none"> <li>Establishes and secures the executive support needed to achieve FCA's strategic priorities</li> <li>Ensures appropriate focus on operational results and oversees delivery of change initiatives</li> <li>Sets a clear operating framework that supports empowerment and effective delivery</li> </ul>
<b>Coordinating, supporting &amp; streamlining work</b>				
<ul style="list-style-type: none"> <li>Coordinates effectively with other team members to ensure delivery to time, cost and quality standards</li> <li>Pays close attention to detail, completing all checks and assurances before moving to the next task</li> </ul>	<ul style="list-style-type: none"> <li>Clarifies "who does what" to coordinate effectively with others both within and across areas</li> <li>Makes effective use of project disciplines to keep the momentum going and flag risks to delivery</li> </ul>	<ul style="list-style-type: none"> <li>Judges when to zoom into the detail or step back based on the team's experience and evidence of progress</li> <li>Liaises regularly with peers and more senior leaders to ensure seamless coordination and progress of work</li> </ul>	<ul style="list-style-type: none"> <li>Manages progress across plans and projects to ensure delivery is on track to achieve required outcomes</li> <li>Ensures fit for purpose methodologies and tools are applied throughout delivery, leveraging efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Ensures decision making happens at the appropriate level within their area; clarifies accountabilities and ways of working</li> <li>Demonstrates sustained sponsorship of FCA priorities, managing senior stakeholders and ensuring leadership teams work effectively to deliver results</li> <li>Enables progress by driving connections and unblocking obstacles across and beyond the FCA</li> </ul>
<b>Agility &amp; drive</b>				
<ul style="list-style-type: none"> <li>Reprioritises work as circumstances change to achieve the desired outcome</li> <li>Takes the initiative to address issues and risks before they compromise delivery</li> <li>Demonstrates determination to overcome obstacles and see things through to completion, despite setbacks</li> </ul>	<ul style="list-style-type: none"> <li>Pragmatic in adapting the plan and approach, finding sensible workarounds to address challenges to delivery</li> <li>Spots when things are beyond own influence and ability to keep things on track, escalating issues quickly</li> </ul>	<ul style="list-style-type: none"> <li>Actively manages the teams' workload, securing resources and support in peak times to ensure successful delivery and wellbeing</li> <li>Anticipates opportunities or obstacles before they happen and adapts the plan/ approach accordingly</li> </ul>	<ul style="list-style-type: none"> <li>Fosters excellence in execution through promoting agile working practices, recognition for success and regular evaluation of lessons learnt</li> <li>Provides an effective escalation point, tackling or promptly escalating issues to ensure speedy resolution</li> </ul>	<ul style="list-style-type: none"> <li>Fosters a constructive environment in which issues or difficulties can be openly aired and addressed</li> <li>Leads and oversees the implementation of pan-FCA change initiatives, navigating significant or rapid shifts in strategic direction where required</li> </ul>

# Self-management

Administrator	Associate	Manager/TS	HoD	Director
<b>Managing personal energy &amp; resilience</b>				
<ul style="list-style-type: none"> <li>Manages own pace of work effectively, knowing when to seek help or support</li> </ul>	<ul style="list-style-type: none"> <li>Channels energy and emotions so that the most important things get done or addressed</li> <li>Spots when pressure is turning into stress, using coping techniques to sustain own energy and maintain a 'can do' attitude</li> </ul>	<ul style="list-style-type: none"> <li>Builds a supportive network within and outside the FCA, and identifies when and where others might help, e.g. line manager, mentor, medical professional</li> <li>Encourages others to pay attention to their personal 'stressors' and be proactive about identifying effective coping techniques</li> </ul>	<ul style="list-style-type: none"> <li>Uses awareness of own working preferences and pressure triggers to manage energy proactively</li> <li>Maintains poise and effective leadership in times of professional and personal challenge</li> </ul>	<ul style="list-style-type: none"> <li>Regulates energy, engenders confidence and maintains forward focus, even when under extreme pressure or scrutiny</li> <li>Sustains balanced decision making through periods of extreme uncertainty</li> </ul>
<b>Self-awareness &amp; learning</b>				
<ul style="list-style-type: none"> <li>Reflects objectively on own performance, strengths and development needs</li> <li>Asks for feedback and uses this to learn</li> </ul>	<ul style="list-style-type: none"> <li>Applies insight into own strengths, limitations and personal biases to adapt their ways of working</li> <li>Seeks and acts on feedback from others toward personal and professional development</li> </ul>	<ul style="list-style-type: none"> <li>Invites upwards feedback, encouraging a constructive and non-hierarchical feedback culture</li> <li>Translates regular reflection on own motivations, personal beliefs and emotional triggers into positive behaviour change</li> <li>Role models a growth mindset through their commitment to learning</li> </ul>	<ul style="list-style-type: none"> <li>Fosters professionalism through openly progressing their own personal and professional development</li> <li>Draws on awareness of and confidence in own leadership style to progressively empower others</li> <li>Through positive reinforcement and personal examples, builds a place where people feel able to admit their mistakes, learn quickly and move on</li> </ul>	<ul style="list-style-type: none"> <li>Drives and shares insights into their own development, pursuing continued learning through feedback, reflection and behaviour change</li> <li>Creates a learning and improvement culture – an environment of psychological safety where the response to mistakes is fair, measured and systematically leads to organisational learning</li> </ul>
<b>Managing personal impact</b>				
<ul style="list-style-type: none"> <li>Stays focused when faced with challenges</li> </ul>	<ul style="list-style-type: none"> <li>Takes the time to pause and process own emotions before deciding how to respond to events</li> </ul>	<ul style="list-style-type: none"> <li>Conducts self with authenticity, remaining both professional and approachable despite feeling stretched</li> <li>Continues to factor in a range of perspectives when dealing with sensitive situations or significant challenges</li> </ul>	<ul style="list-style-type: none"> <li>Seeks others' perspectives and is appropriately open about their own feelings so others understand their behaviour when faced with difficulties or dilemmas</li> <li>Supports their teams in managing their own energy, emotions and impact</li> </ul>	<ul style="list-style-type: none"> <li>Maintains composure, authenticity and openness in interactions with a broad range of stakeholders - internal and external – even during a crisis</li> </ul>