

COMPETENCY	DESCRIPTORS	BEHAVIOURS FOR THIS ROLE
DECISION MAKING, PROBLEM SOLVING AND JUDGEMENT	Routine and Complexity Autonomy and Risk Ambiguity and Judgement Analysis and Investigation	Confident in dealing with unique and unusual problems often involving risk and ambiguity, challenging information to get to the route of the issue/trend. Judges the impact of an issue or trend on the medium to longer-term goals of the function and the business, considering multiple stakeholders. Uses detailed analysis when developing unique solutions. Eliminates unnecessary bureaucracy.
STRATEGY AND PLANNING	Operational vs Strategic Focus Objective Setting, Planning and Prioritisation Ambition vs Resource planning Narrow vs Broad Focus	Takes a strategic view when setting plans considering the department/function and regularly reviews the strategy to ensure it remains aligned to the overall business strategy. Makes comprehensive resource plans that factor in potential resource challenges and communicates effectively gaining buy-in from all stakeholders involved.
INNOVATION AND CREATIVITY	Continuous Improvement Industry and Sector Trends Lateral and Creative Thinking Risk vs Innovation	Uses resources creatively and thinks laterally to propose new ideas for the department and at times the wider business, balancing risk and potential. Demonstrates wider thinking in identifying and exploiting industry trends and shares ideas to facilitate change and improvement. Encourages others to identify creative and innovative solutions and supports experimentation and development of new ideas. Sets high standards for the department and instils an uncompromising approach to quality within the department.
LEADERSHIP AND TEAMWORK	Role Modelling Values Supporting, Empowering, Motivating and Promoting Performance Developing, Coaching and Mentoring Colleagues Escalating vs Cascading Managing Performance Commitment, Communication, Conflict Resolution & Collaboration	Empowers others and creates opportunities for cross-functional team working to challenge and develop people. Protects and furthers the reputation of the department. Praises and credits high performance to get the best out of people. Adapts communication and motivational style depending on the needs of the individual. Recognises when to stand fast or show flexibility, role modelling resilience and flexibility within the department. Is prepared to admit when things go wrong and use the situation as a learning opportunity. Engenders enthusiasm for the future through engaging and inspiring communication.
STAKEHOLDER AND RELATIONSHIP MANAGEMENT	Managing and meeting stakeholder expectations Building rapport and ongoing relationships Managing different stakeholders with varying needs and priorities Internal vs External Seeking continuous feedback for improvement	Develops and owns high profile ongoing relationships and can challenge at a senior level maintaining credibility when doing so. Builds lasting rapport and balances the different expectations and priorities of individual stakeholders, addressing conflict when necessary. Encourages others to look for improvements to benefit the Stakeholder. Prioritises the relationship rather than personal recognition.

COMMERCIALITY
AND DRIVING
RESULTS

Driving commercial factors such as
profitability and return on
investment

Contribution to team, department
and business goals

Tenacity in overcoming obstacles
and achieving deadlines

Improvements that drive results

Takes ownership of performance, recognises workload and refocuses resources appropriately. Discusses commercial and financial information with confidence and uses that information to measure and drive performance. Takes on stretching challenges that others may back away from. Pushes self and others to make quantifiable improvements that improve the function and at times the wider business.