

### Leadership and Management Competence Profile for Professional

Key Theme	Key Area	Competence
<b>MANAGING SELF</b>	Manage yourself	Manage personal development
		Manage own professional development within an organisation
		Develop, maintain and review personal networks
<b>PROVIDING DIRECTION</b>	Provide leadership, vision and direction	Provide leadership and direction for own area of responsibility
		Manage or support equality of opportunity, diversity and inclusion in own area of responsibility
		Promote equality of opportunity, diversity and inclusion across an organisation
		Support the culture of an organisation
	Provide Governance	Establish risk management processes in own area of responsibility
		Manage risk in own area of responsibility
		Review risk management processes in own area of responsibility
		Ensure compliance with legal, regulatory, ethical and social requirements
<b>FACILITATING INNOVATION AND CHANGE</b>	Facilitate innovation and change	Support team members in identifying, developing and implementing new ideas
		Contribute to business improvement
<b>WORKING WITH PEOPLE</b>	Manage human resources	<i>Not identified as a priority for this role</i>
	Manage teams	<i>Not identified as a priority for this role</i>
	Develop and support individuals	Support learning and development within own area of responsibility
	Build and sustain relationships	Develop working relationships with colleagues
		Work productively with colleagues and stakeholders
		Develop working relationships with colleagues and stakeholders
		Developing collaborative relationships with other organisations
	Lead and manage meetings	
	Participate in meetings	
<b>USING RESOURCES</b>	Manage financial resources	Know how to identify and address potentially fraudulent budgetary activities
		Manage a budget for own area of activity or work.
	Manage physical and technical resources	Manage physical resources
		Manage the environmental impact of work activities
		Promote the use of technology within an organisation
		Promote knowledge management across an organisation
	Manage information and knowledge	Manage knowledge in own area of responsibility
		Communicate information and knowledge
		Make effective decisions

Key Theme	Key Area	Competence
	Manage products and services	Procure supplies
ACHIEVING RESULTS	Manage business operations and projects	Develop and evaluate operational plans for own area of responsibility
		Monitor and review business processes
		Plan and manage a project
	Manage marketing	<i>Not identified as a priority for this role</i>
	Manage sales	<i>Not identified as a priority for this role</i>
	Manage customer service	Manage customer service in own area of responsibility
	Manage quality and performance	Prepare for and support quality audits
		Conduct a quality audit
		Inform key stakeholders about a communications strategy