bam nuttall

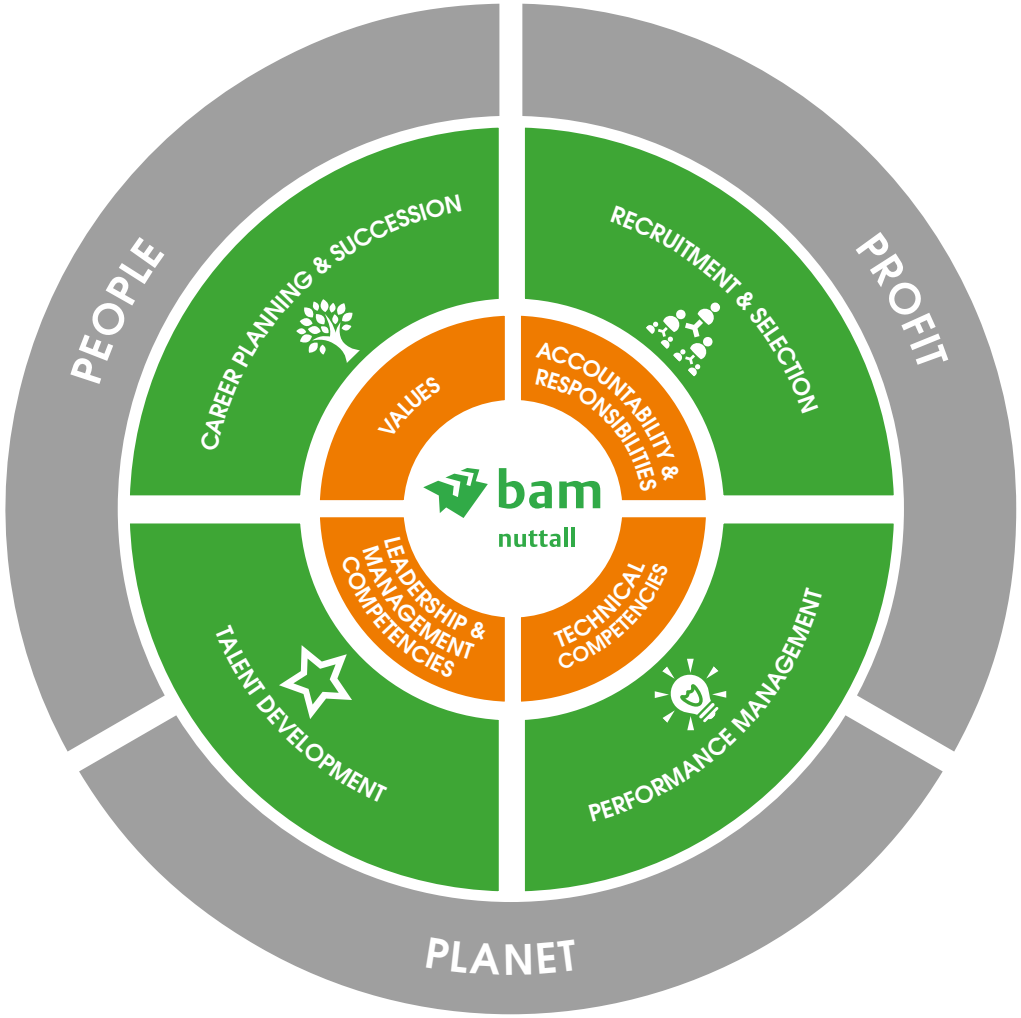
LEADERSHIP & MANAGEMENT COMPETENCIES

INTRODUCING
LEADERSHIP & MANAGEMENT COMPETENCIES

Leadership and management competencies are about how you manage yourself and others where appropriate and how you can build these skills to develop your own career aspirations and support the business.

They support:

- **Career growth and development**
- **Our recruitment process**
- **Mentor and mentee programmes**
- **Planning for succession, talent management, etc.**



LEADERSHIP & MANAGEMENT COMPETENCIES

The leadership and management competencies are:

1. Performance & Development
2. Emotional Intelligence
3. Effective Communication
4. Inspirational Leadership
5. Innovation
6. Planning and Organising
7. Problem Resolution & Decision Making
8. Negotiating and Influencing
9. Collaboration
10. Customer Focus

A leader is one who knows the way, goes the way, and shows the way - John Maxwell

HOW THE LEVELS ARE APPLIED

There are 4 levels within each of the leadership and management competencies – the appropriate level will be applied to your role automatically based on its level within the competency framework. These have been identified through the owners of each role family.

The four levels can be described as:

1. Leading and managing yourself
2. Leading and managing in collaboration with others
3. Leading a team
4. Leading the business

The leadership and management competencies will form part of your role profile, and when you carry out your self-assessment at your PDR you will be to assessing yourself against your current competencies. You can however strive for a level above to support your career development/personal growth.

All ten leadership & management competencies and their levels can be found within this document.

1 PERFORMANCE & DEVELOPMENT

Setting high standards regarding work and behaviour whilst effectively using knowledge, skills and techniques for developing yourself and others.

Level 1:

- You are motivated and execute your tasks with a positive attitude.
- You execute tasks and exceed the expectations of others by delivering more than what is expected.
- You are able to recognise your own strengths and areas for development.
- You take time to create and review your personal development and career aspirations.

Level 2:

- You are self-motivated and encourage others to deliver above what is expected.
- You use your initiative to seek out and complete additional tasks.
- You identify opportunities for yourself and other to develop.
- You encourage a culture of openness and trust.

Level 3:

- You are able to set high standards for others and lead by example.
- You encourage and recognise others who deliver above what is expected.
- You can effectively identify strengths and areas for development in others.
- You demonstrate commitment by conducting perfomance and development reviews with your team, supporting career aspirations and personal development.

Level 4:

- You are a self-improver, able to analyse your own performance and make improvements without prompting.
- You lead your team to be forward thinking, proactive and assertive.
- You promote a culture where people take responsibility for their own performance and development.
- You set an inspiring example of continuous personal development.

2 EMOTIONAL INTELLIGENCE

Continuing to perform effectively with empathy, whilst taking into consideration the perspectives, feelings and the wellbeing of yourself and others.

Level 1:

- You are able to communicate openly to your colleagues about your wellbeing.
- You have an awareness of how your actions may affect the wellbeing and performance of others.
- You show empathy towards others.

Level 2:

- You stay calm, focussed and professional when under pressure.
- You demonstrate awareness, patience and empathy for others.
- You are resilient to setbacks and disappointment.
- You take a personal interest in others, their circumstances and their wellbeing.

Level 3:

- You are able to enhance/coach others with skills to cope with stressful situations.
- You are able to review your own activities to reduce stress on others.
- You maintain team morale in challenging times.

Level 4:

- You remain positive and optimistic when under high levels of pressure.
- You promote a culture of respect and empathy for others.
- You embrace and promote a positive attitude towards mental health and wellbeing company wide.

3 EFFECTIVE COMMUNICATION

Conveying accurate information effectively using the most appropriate methods, to reflect the needs of the audience and ensure you develop and maintain relationships with stakeholders.

Level 1:

- You verbally communicate clearly and effectively.
- You listen, clarify and confirm your own and others' understanding.
- You maintain an open, approachable manner and treat others fairly and respectfully.
- You demonstrates a balance between building rapport and getting the work done.

Level 2:

- You share information to ensure your team has a clear understanding of the objectives in order to work effectively.
- You can present effectively and consistently to stakeholders.
- You are able recognise the impact of your own communication style and adjust your own behaviour accordingly to build effective and beneficial relationships with stakeholders.
- You build rapport and strengthen relationships by listening to and motivating others.

Level 3:

- You chair effective meetings, and ensure that all outcomes are communicated effectively.
- You create and maintain effective communication with stakeholders being aware of different communication styles.
- You use relationships to gain co-operation, reach an agreement and progress business objectives.
- You seek and consider ideas from those who are reluctant to express their points of view.
- You are able to resolve confrontations and disagreements constructively.

Level 4:

- You engage others by ensuring understanding of business goals.
- You ensure effective communication channels across teams and functions, allowing everyone to openly share opinions.
- You manage customer expectations through timely and appropriate communications.
- You build powerful networks with stakeholders to ensure access to resources and mutually advantageous goals.
- You formulate exit strategy for damaging relationships.

4 INSPIRATIONAL LEADERSHIP

The ability to motivate people and increase their contribution through accountability, engagement and support.

Level 1:

- You are accountable for your area of work and the results you achieve.
- You support, guide and mentor others as necessary.
- You demonstrate business values.

Level 2:

- You are accountable for yourself and your immediate teams area of work and the results achieved.
- You engage, support and encourage.
- You communicate effectively and build trust with your team.
- You demonstrate the Values and inspire others to follow.

Level 3:

- You are accountable for yourself and your wider teams area of work and the results you achieve.
- You support and encourage your team to build engagement.
- You communicate effectively and encourage feedback.
- You act as a role model promoting the company values.

Level 4:

- You inspire trust, loyalty and promote our company culture.
- You can convey confidence in the organisation's ability to prevail over challenges to reach its goals.
- You ensure that our purpose and values are embedded within the business.
- You articulate a compelling purpose and direction that inspires others to follow.
- You inspire passion and excitement around shared objectives.

5 INNOVATION

Ability to respond positively to changing business, economic and social circumstances. Readily adapting behaviour to maintain effective performance and new ways of working.

Level 1:

- You respond positively when others propose unusual solutions or ways of doing things differently.
- You suggest several solutions to resolve challenges.
- You establish indirect links between ideas that are not immediately obvious.
- You participate in conversations and demonstrate that you are up to date with the latest technical, social political and economic developments.

Level 2:

- You respond positively to changing circumstances and demands, whilst maintaining standards.
- You constructively challenge resistance to new ideas or improvements and bring others 'on board'.
- You recognise the value of the contributions of others, even when there are differences of style or perspective.
- You incorporate the latest technical developments, innovative solutions and market developments in your proposals.
- You apply and share your knowledge of technical, social, political and economic developments to your own work situation.
- You come up with ideas about ways to apply relevant and new solutions to your own area of expertise.
- You make others within your immediate working environment aware of any developments that are relevant to them.

Level 3:

- You take the initiative to generate ideas together with employees and colleagues from different disciplines for consideration in your solutions and proposals.
- You find and initiate improvement programmes that deliver new customer benefits.
- You react quickly when confronted with the unexpected and find the appropriate solution.
- You analyse successes and failures of self and others in order to generate ideas for improvement.
- You encourage others to stay abreast of relevant developments in innovation, technical and economic sectors.

Level 4:

- You promote the importance of experimenting with new solutions and ways of working within the organisation.
- You show appreciation for innovative ideas within the organisation and convey the importance of this.
- You ensure others understand the need to change strategic direction and are able to develop new concepts for the organisation.
- You recognise, accept and react promptly and appropriately to changing markets or customer perceptions.
- You champion the importance of being informed about the latest technical, social political and economic developments.
- You invest in researching new applications of technical, social political and economic developments.
- You translate technical, social political and economic developments into relevant policies within the organisation.

6 PLANNING & ORGANISING

Actively focussed on achieving and determining goals and priorities. Ensuring you have the resources required to achieve goals effectively in a timely manner.

Level 1:

- You seek to understand what the desired objectives and results are.
- You work in a timely, well-structured and logical way and are thorough.
- You co-operate with others to identify unproductive activities and reduce the time it takes to complete an activity.
- You are able to demonstrate the results of your efforts at any given time.

Level 2:

- You study your own and team processes to find ways to save time and money.
- You focus the attention of individuals and teams on the activities that add value.
- You know how to organise people and activities, separating and combining tasks into efficient work flow / packages.
- You develop and prioritise workload for others.

Level 3:

- You establish priorities and time sequences for activities to ensure that key targets are achieved.
- You explain and ensure that teams understand the factors that affect process efficiency and process effectiveness.
- You sequence tasks effectively across teams.
- You use appropriate management planning tools and processes to ensure optimum output.
- You recognise when plans need to change and intervene appropriately.

Level 4:

- You ensure leaders and teams have the appropriate resources to achieve performance objectives.
- You support the development of operational plans and contribute to the wider business goals.
- You organise team structures and reporting lines to achieve effective delivery.
- You define clear structures, task assignments and procedures that enhance effectiveness and efficiency.
- You make it clear which measurable results you expect from the different divisions and departments.

7 PROBLEM RESOLUTION AND DECISION MAKING

Identifying problems and seeking solutions – recognising important information and establishing links between data whilst arriving at a timely and balanced decision that maximises value.

Level 1:

- You seek useful information to make decisions.
- You are able to distinguish between cause and effect when looking through information.
- You understand the implication of your actions.
- You are open to receiving advice when making decisions, and recognise when to seek the advice of others.

Level 2:

- You gather relevant information from different sources and identify trends.
- You can quickly understand the essence of a range of information in order to gain more insight.
- You make timely decisions to minimise risk or maximise opportunities.
- You balance decision making by consensus with a more authoritative style where appropriate.
- You are able to accept, understand and explain the rationale behind decisions whilst maintaining a neutral position.

Level 3:

- You support and involve your teams and colleagues in analysing problems.
- You can examine and assess problems from different angles and can compare issues with other situations internally and externally.
- You are comfortable to delegate decision making where appropriate.
- You understand who needs to be involved in making key decisions to ensure collective responsibility.
- You are able to assess the risk of making a decision against the value to the business.

Level 4:

- You encourage a preliminary investigation to be conducted into all relevant aspects of the problem prior to making a decision.
- You communicate the importance of investing time into thorough analysis of problems and issues.
- You draw comparisons between problems and the organisational/social context in which they occur.
- You identify organisational and social trends as well as correlations in the information.
- You are able to empower and equip others to make decisions.
- You are able to apply intuition where no previous precedent or experience exists.
- You actively seek out alternative sources of information, and objectively review this when making a decision.
- You recognise the impact that unconscious bias may play in decision making.

8 NEGOTIATING AND INFLUENCING

The ability to use technical, professional and interpersonal skills to gain agreement in consultation with others. You consider the objectives and interests of all parties and find solutions that are acceptable to everyone involved.

Level 1:

- You prepare for meetings and can indicate what opportunities for negotiation you have identified.
- You show respect for the objectives, interests and position of the other person and present your own views in a professional way that is understood.
- You adjust your points for negotiation based on the reaction of the other person.
- You are able to put pressure on the other person without affecting the relationship.
- You remain focused on your objectives during a negotiation.

Level 2:

- You emphasise common interests during negotiations, exploring alternatives.
- You convey your arguments in a well-balanced manner.
- You are willing to compromise on minor differences with a view to reaching agreement. You always make a concerted effort to reach agreement with the other person.
- You communicate benefits using examples, comparisons and benchmarks.
- You develop strong relationships and a network of relevant contacts across the company.
- You communicate assertively to win support, appropriately using emotion (heart) as well as rationality (mind).

Level 3:

- You support employees and colleagues in their negotiations by gaining their respect and confidence.
- You evaluate the negotiation result and process with employees and colleagues.
- You summarise the interests of the other person with the view to using this information for a more successful outcome.
- You set the boundaries for which negotiations take place.
- You respond to opposition positively and authoritatively without becoming aggressive or defensive.
- You are able to understand and present complex issues in a clear manner.
- You present your own position from various perspectives, adapting vocabulary and style as appropriate.

Level 4:

- You ensure that negotiations are thoroughly prepared within the organisation.
- You clarify to employees within which margins and principles it is acceptable to negotiate.
- You identify the interests of the negotiating parties and bring them together.
- You identify the points of view and interests of each person with a view to using this information in your own arguments.
- You have strong credibility / reputation with customers in your own market place.
- You are able to engage with ‘blockers’ to align them with a different view of the future.
- You can influence without authority, recognise the need for this and role model the right mix of behaviours.
- You are appropriate, spontaneous, eloquent and flexible in discussions with challenging partners.

9 COLLABORATION

The drive to contribute to team achievements, build a spirit of collaboration and to bring individuals together to work towards a common, shared goal.

Level 1:

- You willingly collaborate with others to get a job done (or for the greater good).
- You openly share best practice and good ideas within the team.
- You are open to giving and receiving help.

Level 2:

- You motivate and develop your team to work with each other and constructively help to resolve problems.
- You share wins and successes, defining success in terms of the whole team; maintaining team spirit.
- You proactively share knowledge, ideas and expertise with other teams.
- You resolve conflict, minimising long term impact on teamwork.

Level 3:

- You encourage team work across projects and functions, by building highly co-operative and responsive teams.
- You create an environment of valuing, encouraging, and supporting individual differences.
- You ensure there is regular sharing of best practice across all teams and functions.
- You clarify the issues, interests, and objectives of each party. You help people see things from each other's perspective.

Level 4:

- You ensure the right resources are in place for teams to function properly, and that they are focused on business goals.
- You work with other leaders to address issues and improve group performance.
- You work with other linked businesses and partners to achieve great results.
- You balance collaboration with authority, and with sensitivity to ensure things get done in the right way.

10 CUSTOMER FOCUS

Understanding customers' needs and delivering excellent customer service.

Level 1:

- You consider and maintain previously set customer expectations and positive relationships.
- You make the customer feel that they are a priority.
- You raise awareness of specific customer complaints and escalate in a timely and appropriate manner.
- You understand how the company products and services benefit customers.

Level 2:

- You encourage team efforts to improve the customer experience.
- You respond positively to changing customer requirements without compromising business goals.
- You take the opportunity to get informal customer feedback where appropriate.
- You demonstrate a desire to engage with and resolve customer complaints.

Level 3:

- You are able to add value and build this into the relationship with the customer.
- You ensure customer relationships are built at all levels.
- You listen to customer needs and tailor service provision.
- You ensure learning from customer complaints and translate these into business improvements.
- You manage in the spirit of agreement and find ways to focus on relationships of mutual benefit.

Level 4:

- You anticipate customer needs and set appropriate business goals.
- You analyse market and industry trends to identify emerging customer needs and opportunities.
- You challenge current approaches to ensure targeted customer profiles match future business goals.
- You promote brand at all levels.

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INVESTORS IN PEOPLE | Gold

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