

Intellectual

ANALYTICAL PROBLEM-SOLVING

- ▶ Gathers comprehensive information from a range of sources.
- ▶ Understands new information quickly.
- ▶ Achieves understanding of information by breaking it into component parts.
- ▶ Makes links between independent pieces of information to find patterns and relationships.
- ▶ Highlights omissions or inconsistencies in the data.
- ▶ Takes a logical, methodical approach to analysis.
- ▶ Clarifies any assumptions that need to be made.
- ▶ Provides a thorough analysis of underlying problems, issues and causes.
- ▶ Seeks to understand the historical context of the situation or problem.

INNOVATION

- ▶ Challenges the status quo: suggests new approaches to old problems.
- ▶ Promotes continual improvement.
- ▶ Generates new ideas and creative solutions.
- ▶ Applies existing methods in new ways or new situations.
- ▶ Encourages a safe environment that will facilitate creativity in others.
- ▶ Seeks new ideas.
- ▶ Finds ways to turn their own or others' ideas into action.

STRATEGIC VISION

- ▶ Develops a clear and compelling vision of the organization's future.
- ▶ Demonstrates awareness of the organization's long-term goals.
- ▶ Defines the future direction for the business.
- ▶ States how the various parts of the organization will help to achieve its overall goals.
- ▶ Takes account of the context of their organization including political, legal, economic and cultural factors.
- ▶ Describes how future changes to the structure or environment of the organization will affect priorities and operations.
- ▶ Considers the perspectives and concerns of the various groups that might be affected by their strategy.

Intellectual *continued*

COMMERCIAL AWARENESS

- ▶ Includes financial factors in their analysis and decision-making.
- ▶ Monitors the flow of money through the business, or through their own function.
- ▶ Takes action to make the organization more competitive and profitable.
- ▶ Shows an understanding of the markets the organization wishes to target.
- ▶ Demonstrates an understanding of the organization's products and services, and how the organization's supply chain affects the way these are acquired.
- ▶ Shows an awareness of the organization's competitors and their products and services.

CLEAR WRITTEN COMMUNICATION

- ▶ Presents their case clearly and succinctly.
- ▶ Makes use of structure in order to present a logical argument.
- ▶ Avoids the use of overly complex or technical language.
- ▶ Adapts their style to suit their objectives, the context and the needs of their readers.

TECHNOLOGICAL ORIENTATION

- ▶ Selects and applies the appropriate technology in an effective way.
- ▶ Does not overcomplicate work by inappropriately using technology.
- ▶ Looks for ways to improve processes by using IT/technology.
- ▶ Articulates why technology should be used and its advantages to others.
- ▶ Quickly learns and adapts to new technologies and applications.
- ▶ Devises new ways for technological applications to be used in their work.
- ▶ Encourages others to make the best use of technology.

Drive and Resilience

DECISION-MAKING

- ▶ Makes clear decisions.
- ▶ Makes effective decisions under time pressure.
- ▶ Balances risks and benefits of various options and decisions.
- ▶ Makes unpopular decisions where necessary.
- ▶ Takes responsibility for the outcomes and/or impact of their decisions.
- ▶ Incorporates a range of views when making their decisions.
- ▶ Balances diverse issues when making decisions.

FLEXIBILITY

- ▶ Adapts their approach to overcome obstacles.
- ▶ Responds positively to a change in agenda or priorities.
- ▶ Revisits their decisions when presented with new information.
- ▶ Adjusts their interpersonal style to respond to the needs or preferences of others.
- ▶ Re-prioritizes quickly when faced with a change in requirements.

INITIATIVE

- ▶ Initiates and generates activity.
- ▶ Identifies new projects or areas of work.
- ▶ Seeks opportunities for themselves, their team, their department or their organization.
- ▶ Seeks challenging targets.
- ▶ Takes calculated risks to achieve significant benefit.

Drive and Resilience *continued*

COPING WITH PRESSURE

- ▶ Remains calm in a crisis.
- ▶ Keeps emotions under control during difficult situations.
- ▶ Addresses failure constructively.
- ▶ Remains focused when working against tight deadlines.
- ▶ Responds positively to challenging targets.
- ▶ Deals calmly and constructively with difficult relationships.

CONTINUOUS LEARNING

- ▶ Identifies gaps in their own knowledge.
- ▶ Compares their own skills against those required to excel in their job.
- ▶ Regularly reviews their achievements and development needs.
- ▶ Seeks balanced feedback on their style and performance from a range of relevant sources.
- ▶ Takes action to fill gaps in knowledge or skills.
- ▶ Takes advantage of developmental opportunities as they arise.
- ▶ Generates tangible learning from their mistakes.

CUSTOMER FOCUS

- ▶ Builds strong relationships with internal and external customers.
- ▶ Explores the customer's situation with them to develop a fuller understanding of the underlying need.
- ▶ Delivers what they have agreed with the customer.
- ▶ Takes action to exceed customer expectations.
- ▶ Balances the need for immediate success or satisfaction with a focus on creating an ongoing relationship with the customer.
- ▶ Advocates customer satisfaction as a key value for themselves and their organization.
- ▶ Deals effectively with dissatisfied customers, without promising too much.

Drive and Resilience *continued*

DRIVE FOR EXCELLENCE

- ▶ Maintains excellent standards in their own work.
- ▶ Demands high performance from those around them.
- ▶ Checks the quality of others' work where appropriate.
- ▶ Ensures the quality of their own work is checked where appropriate.
- ▶ Consistently sets a high example of quality standards within the business.

PLANNING AND ORGANIZING

- ▶ Clarifies the objectives.
- ▶ Establishes clear timeframes with deadlines and milestones.
- ▶ Makes effective and efficient use of time and resources.
- ▶ Identifies what is required before each task can be begun or completed.
- ▶ Creates contingency plans to enable them to deal with a range of internal and external factors that might interfere with their plan.
- ▶ Monitors progress against the plan.
- ▶ Allocates work based on an understanding of others' strengths and weaknesses.

RELIABILITY

- ▶ Ensures they are punctual and prompt for the start of work and meetings.
- ▶ Provides an appropriate reason in advance for not meeting their commitments (eg attending work or meetings, or meeting deadlines).
- ▶ Willingly follows rules, processes and procedures.
- ▶ Willingly follows legal requirements for the role (eg health and safety, security, data protection).
- ▶ Upholds rules when working with others – ensures that colleagues are made aware of relevant guidelines.
- ▶ Upholds commitments and promises made to colleagues and customers.

Interpersonal

COOPERATIVE TEAMWORK

- ▶ Builds positive relationships within the team.
- ▶ Demonstrates an active interest in others' opinions, ideas and well-being.
- ▶ Takes an active role in working towards the team's objectives.
- ▶ Seeks ways to balance the strengths and weaknesses of the team.
- ▶ Provides practical and emotional support to team members.
- ▶ Challenges team members to develop the best solutions to meet their goals.

INFLUENCING

- ▶ Presents their case persuasively.
- ▶ Demonstrates confidence in their position.
- ▶ Makes use of personal and professional networks to increase their opportunities to influence.
- ▶ Engages others by appealing to those things that enthuse them.
- ▶ Influences by promoting the mutual gains to be made by following suggested courses of action.
- ▶ Manages their emotions for maximum influence during negotiations.
- ▶ Balances the need for immediate wins with the requirement for long-term successful relationships.
- ▶ Demonstrates awareness of how things shape events within business: is politically astute.

CLEAR ORAL COMMUNICATION

- ▶ Speaks clearly and fluently.
- ▶ Provides a logically structured argument.
- ▶ Adapts style and content to the needs of their audience.
- ▶ Speaks confidently in a range of situations.
- ▶ Asks questions to ensure their audience has understood what they have said.
- ▶ Makes use of active listening skills to ensure that they have understood others.

Interpersonal *continued*

MANAGEMENT OF OTHERS

- ▶ Sets clear direction for others.
- ▶ Demonstrates an appreciation of the ambitions and concerns of others.
- ▶ Delegates work appropriately and fairly.
- ▶ Supports and motivates others, encouraging them to achieve their goals.
- ▶ Empowers their staff to think and act independently.
- ▶ Provides people with new challenges and opportunities to develop.

INTEGRITY AND RESPECT FOR OTHERS

- ▶ Prioritizes ethical decision-making over speed or convenience.
- ▶ Maintains the confidentiality of personal and professional information.
- ▶ Demonstrates openness in their interactions with others.
- ▶ Acts in accordance with professional codes of ethics, the law and principles of fairness.
- ▶ Promotes the right of others to fair treatment.
- ▶ Challenges attitudes, behaviors and decisions that seem inconsistent with company values, professional codes of ethics or the law.