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Business Competencies

Change Orientation (Agent, Champion, Drive)

Comfortable operating in an environment where there is ambiguity and where priorities and business objectives change and adapt. Sees the necessity for the organisation to be flexible and agile and advocates the need for change as a key driver of business success and continuous improvement. Adjusts to accommodate changing situations and responds positively to new demands or circumstances to achieve better results.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
1 Basic	<ul style="list-style-type: none"> Recognises and responds positively and flexibly to new and changing priorities. Seeks clarification on how new information or projects impact on own work. Learns and applies new skills to accommodate changing situations and can adapt their approach as required. 	1 2
2 Developing	<ul style="list-style-type: none"> Demonstrates a willingness to challenge the way things have been done and helps others appreciate how things could be done better. Committed to a process of continuous improvement. Actively supports changes and improvements, helping others to understand how they can best adapt. Keeps up-to-date with professional and technical developments relevant to area and takes responsibility for their own personal development. 	3
3 Solid	<ul style="list-style-type: none"> Acts as a change agent across the organisation and can lead change and help overcome resistance by acting as a role model and actively making the case for change. Fosters adaptability, change orientation and innovation within the Marketing team and seeks to build capability and skillsets, which increases their ability to adapt to new situations. Demonstrates resilience by quickly recovering from unexpected changes in direction and responds positively to changing demands and opportunities. 	4
4 Strong	<ul style="list-style-type: none"> Displays flexibility in complex, ambiguous or stressful situations and takes a leadership role in this context. Is seen to lead by example. Supports the executive team to adjust to changing circumstances by ensuring that the business and marketing strategies are both agile and adaptable to shifting market and business conditions. A leader within the business and acts as a catalyst for change and has the capacity to ensure that the required change is undertaken in a timely fashion. 	5
5 Exceptional	<ul style="list-style-type: none"> A key advocate of change across the organisation; is considered influential and credible with the board and key strategic partners. Builds the capacity to be adaptable throughout the organisation, by seeking rapid adjustments in responding to changing business situations and seeks to counter any potential for complacency or lack of pace. Provides clear leadership on key issues, at times of pressure and rapid change and provides a source of direction and focus for others. Proactively supports the organisation through significant change by clarifying ambiguities and uncertainty. 	6 7