

## 04

## Business Competencies

**Continuous Improvement** (Quality, Efficiency, Focus)

Has a strong ability to continuously review how the organisation operates with a view to maximising efficiency, enhancing overall quality and creating a culture of ongoing improvement to work and business processes. Leads marketing and cross functional teams to drive overall business efficiency, enhance quality, drive organisational compliance, as a basis for achieving business success. Creates and leads a culture which demands excellence regarding business efficiency and the development of work and business processes. Seeks to counter and challenge complacency within the organisation with regard to quality and overall business efficiency.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
<b>1</b> <b>Basic</b>	<ul style="list-style-type: none"> <li>A clear quality focus and will seek ways to bring about work process improvement within their current role.</li> <li>Understands the benefits of using “tried and trusted” methods to complete complex tasks, but will seek to improve these methods, without sacrificing work quality or increasing operational risk.</li> <li>Capacity to marry the conventional with the unconventional in identifying the most optimal approach to effective problem solving and solutions generation.</li> </ul>	<b>1 2</b>
<b>2</b> <b>Developing</b>	<ul style="list-style-type: none"> <li>Has an analytical approach to assessing how business operates across the organisation and will challenge the current approach (work processes), where these cause delays or act as an obstacle to making process or achieving the ultimate objective.</li> <li>Able to map processes and metrics used across the marketing function and can identify key actions to bring about overall process improvements and greater efficiencies.</li> <li>Understands and respects the need for additional risk and control processes in areas of the organisation, which are regulated or present a reputational risk, were risk management failure to occur.</li> </ul>	<b>3</b>
<b>3</b> <b>Solid</b>	<ul style="list-style-type: none"> <li>Fosters a culture of continuous improvement within the marketing team and across the organisation. Encourages the team to find better ways to get things done, which makes the best use of available resources and maximises overall efficiency.</li> <li>Makes continuous improvement a cornerstone, for the effective implementation of operational marketing plans.</li> <li>Appropriately challenges the conventional approach with a view to making the organisation more agile, efficient and responsive to market and customer expectations.</li> </ul>	<b>4</b>
<b>4</b> <b>Strong</b>	<ul style="list-style-type: none"> <li>Exploits the organisation’s IT capability to ensure that marketing makes the best use of available technology to streamline work processes and develop better customer insights through the use of big data and marketing analytics.</li> <li>Is influential within the executive team in gaining company-wide commitment to an ongoing process of continuous improvement.</li> <li>Works with the executive team to identify and eradicate low value activities across the organisation and commit to an ambitious programme of rapid work process improvement.</li> </ul>	<b>5</b>
<b>5</b> <b>Exceptional</b>	<ul style="list-style-type: none"> <li>Works effectively with the board and other key stakeholders to provide the breakthrough thinking required to drive overall business efficiency, as a basis of competitive advantage.</li> <li>Provides leadership across the organisation in identifying pioneering and innovative solutions to significant business efficiency challenges.</li> <li>Works with the executive team to strategically analyse business requirements, in order to identify business opportunities for value creation and the introduction of disruptive strategies into the business.</li> </ul>	<b>6 7</b>