

06

Business Competencies

Decision Making and Judgment (Analytical Thinking, Problem Solving)

Makes appropriate and informed decisions about own area of responsibility. Contributes to effective analysis and decision making within marketing and across the organisation. Develops the ability to make well informed decisions, with available information taking account of the regulatory, ethical and reputational consequences of the chosen course of action.. Effectively problem solves, by correctly identifying and diagnosing the underlying issues, in complex situations.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
1 Basic	<ul style="list-style-type: none"> Recognises when advice or assistance is required in making decisions on non-routine issues, and looks to others to provide support. Behaves with integrity and in an ethical manner. Is confident and professional in dealing with day-to-day decisions. Distinguishes between critical and irrelevant pieces of information. Gathers input and information from a variety of sources to reach a conclusion. 	1 2
2 Developing	<ul style="list-style-type: none"> Identifies the core issue in problem solving, considers possible solutions and seeks direction and advice as appropriate. Recognises causes and consequences of actions and events that are not readily apparent. Anticipates and thinks ahead about next steps. Seeks to problem solve effectively by correctly analysing the issues, seeking expert advice as required and consulting and collaborating with others as appropriate. 	3
3 Solid	<ul style="list-style-type: none"> Correctly diagnoses the problem and works a solution through to a successful conclusion. Looks for practical and workable solutions which can be implemented. Maintains the utmost integrity and behaves ethically at all times. Identifies gaps in information and makes informed assumptions in order to take timely action. Addresses very complex issues and makes a judgement call on the need for additional analysis or the business necessity to take a timely decision, with the available information. 	4
4 Strong	<ul style="list-style-type: none"> Able to match appropriate solutions to a variety of business needs/demands. Consistently "thinks ahead" when making decisions and seeks to preempt possible consequences considering the overall business impact of the chosen course of action. Takes ultimate responsibility for key decisions within their areas of responsibility. Strongly contributes to effective problem solving and decision making within marketing and across the organisation and is clearly accountable and seeks to effectively manage risk. 	5
5 Exceptional	<ul style="list-style-type: none"> Provides clear leadership across the organisation with regard to problem solving and strategic decision making and builds effective alliances to ensure timely action is taken. Consistently provides innovative solutions to increasingly complex business needs. Will consult appropriately with colleagues and the board on major business decisions. Keeps the board apprised of key decisions taken and the likely business impact. 	6 7