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Business Competencies

Organisational Awareness (Knowledge, Impact)

Develops a clear understanding of organisation culture and how key stakeholders interact and how the power relationships within and outside the organisation operate. An ability to understand the formal rules and structures, including the ability to identify who the key decision makers are, as well as the individuals who directly influence them. Will be an effective influencer and will have a clear capacity to navigate complexity across an organisation. Will use this capability to ensure that organisation goals are achieved and not to promote their own personal priorities.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
1 Basic	<ul style="list-style-type: none"> • Good understanding of the commercial context and organisational culture within which the business operates. • Understands and uses the organisation's structures, rules and networks. • Knows, respects and fully subscribes to the organisation's code of conduct and values. 	1 2
2 Developing	<ul style="list-style-type: none"> • Clearly understands the vision, mission and overall objectives of the organisation and how these relate to their own area of responsibilities. • Contributes to and understands the organisation's overall strategy. • Shares knowledge about and encourages others to keep up to date with the Organisation's rules, structures, networks, systems and environment. 	3
3 Solid	<ul style="list-style-type: none"> • An effective influencer; can progress and gain support and agreement across the organisation for key initiatives. • Ensures that compliance, ethics and organisation values are considered when significant business decision are being taken, in order to protect the organisation and its reputation. • Contributes to fostering an organisation culture which exemplifies best practice and a values based approach in working with key stakeholders and strategic partners. 	4
4 Strong	<ul style="list-style-type: none"> • Highly influential and credible across the organisation with a strong capacity to gain support for major business initiatives. • Uses their influencing ability to help overcome resistance to change and to achieve "buy in" at senior levels across the organisation • Communicates a shared understanding of the organisation's strategic direction to motivate employees and to overcome resistance to change. 	5
5 Exceptional	<ul style="list-style-type: none"> • Highly credible and influential with the board, key stakeholders and external strategic partners. • Uses their knowledge and insights into organisation culture and decision making to handle complex situations effectively, for the good of the business. • A role model for ethical and values based conduct and is seen to exemplify the best aspects of organisation culture. • Uses their knowledge and expertise of the organisation, in order to forge more effective partnerships with external stakeholders. 	6 7