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## Business Competencies

### Results and Achievement Focus (Can-do, High Performing)

Focuses on the achievement of results, using a cycle of planning, action, measurement and review; to ensure that business goals are achieved. Shows drive, resilience and flexibility in seeking to achieve stretch goals. Is accountable for their own personal performance and effectively performance manages others within the team. Will focus not only the result being achieved, but also the “means” by which the goal was delivered. Will expect the team and themselves to operate ethically and with integrity in delivering business success.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
<b>1</b> <b>Basic</b>	<ul style="list-style-type: none"> <li>• Clear focus on the required outcome and overall objective. Will not confuse effort (input) with delivering the actual result (output).</li> <li>• Agrees performance expectations with their manager when assigned tasks and makes day to day plans to ensure targets and deadlines are consistently met.</li> <li>• Manages their own time and effort to achieve agreed goals and objectives. Demonstrates commitment to achieving results, persisting in the face of obstacles and putting in additional effort as required.</li> </ul>	<b>1 2</b>
<b>2</b> <b>Developing</b>	<ul style="list-style-type: none"> <li>• Good self-awareness and will have a good sense of their own performance. Benchmarks their own work against time, quality and budget guideline, measures.</li> <li>• Understands the important of keeping their internal customers informed on progress. Will flag potential problems in advance and come up with clear solutions to address.</li> <li>• Priorities tasks as circumstances change in order to ensure timely delivery. Takes the initiative to increase their personal contribution and takes responsibility.</li> </ul>	<b>3</b>
<b>3</b> <b>Solid</b>	<ul style="list-style-type: none"> <li>• Demonstrates a “can do” attitude when faced with obstacles or challenges. Will move outside their own “comfort zone”, to achieve objectives.</li> <li>• Provides overall direction and will effectively performance manage the team. Will encourage the team to problem solve and to be solutions driven. Creates a high-performance culture within the marketing team.</li> <li>• Assigns priorities when managing multiple projects and adapts their approach to take account of multiple demands and shifting priorities.</li> </ul>	<b>4</b>
<b>4</b> <b>Strong</b>	<ul style="list-style-type: none"> <li>• Works in a focused way to achieve results in time of change and organisation upheaval. Will not use adverse business conditions as an “excuse” for not achieving objectives.</li> <li>• Strongly contributes to a high-performance culture within the executive team. Sets high and attainable performance expectations for the business and delegates appropriately.</li> <li>• Expects the team and themselves to operate ethically and with integrity in delivering business success.</li> </ul>	<b>5</b>
<b>5</b> <b>Exceptional</b>	<ul style="list-style-type: none"> <li>• Sets the strategic goals for the organisation and secures the necessary resources to achieve these targets.</li> <li>• Takes responsibility for achievement of overall goals or business unit objectives. Will be clearly accountable for their own performance and that of the team overall.</li> <li>• Fosters a performance culture across the organisation, consistent with an ethical approach and consistent with organisation values. Takes a strategic view of organisational performance and will take a long-term and sustainable perspective.</li> </ul>	<b>6 7</b>