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## Business Competencies

**Strategic Perspective and Thinking** (Visionary, Broad Perspective)

Has a clear understanding of the organisation's vision, strategy and the key strategic drivers of growth. Can use these insights to realise organisation objectives and to achieve business results. Takes a broad view of the organisation and its business and has a deep understanding of its internal and external operating environments. Brings clear strategic thinking to such issues as; industry trends, the competitive environment, market and customer opportunities, emerging technology and effective stakeholder management. Can link the organisation strategy to day to day outputs and key operational deliverables.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
<b>1</b> <b>Basic</b>	<ul style="list-style-type: none"> <li>• Basic understanding of overall organisation strategy and the marketing strategy and goals.</li> <li>• Understands how their own role contributes to the strategy overall and understands the key drivers to success within the business.</li> <li>• Uses their understanding of the big picture, to focus effort and prioritise their own outputs and those of the marketing team.</li> </ul>	<b>1 2</b>
<b>2</b> <b>Developing</b>	<ul style="list-style-type: none"> <li>• Shows good awareness of the key sectoral, business and competitive trends and inputs these into the marketing planning process.</li> <li>• Shows others how their performance goals contribute to overall success and motivates the team by demonstrating how team performance contributes to delivering the overall strategy.</li> <li>• Analyses and pinpoints the critical issues, avoids being bogged down in detail and uses these clear insights to contribute to strategic thinking across the business.</li> </ul>	<b>3</b>
<b>3</b> <b>Solid</b>	<ul style="list-style-type: none"> <li>• Ensures that the marketing team goals are clearly aligned to overall strategy and helps team members prioritise key activities in line with overall business objectives.</li> <li>• Understands, interprets and acts on key business and customer trends and feeds these insights into the development and review of business and marketing strategies.</li> <li>• Understands the organisation's mission, strategy, strengths and weakness and can identify key strategic threats and opportunities for the business.</li> </ul>	<b>4</b>
<b>4</b> <b>Strong</b>	<ul style="list-style-type: none"> <li>• Maintains a broad strategic perspective while identifying and focusing on crucial details, as required in order to deliver overall business performance.</li> <li>• Builds strategic perspective within the marketing team and ensures that key marketing initiatives are clearly aligned to overall business strategy.</li> <li>• Ensures that the marketing strategy planning process is sufficiently responsive to adapt to changing customers, competitor and the market behaviours and emerging trends.</li> </ul>	<b>5</b>
<b>5</b> <b>Exceptional</b>	<ul style="list-style-type: none"> <li>• Works with the board and the executive team to provide strategic leadership across the organisation. Ensures there is a high level of commitment and understanding of strategic objectives, across the business.</li> <li>• Works with cross functional teams to translate overall business strategy into specific goals, objectives and responsibilities. Ensures that short and long-term objectives are clearly identified, priorities are clearly identified and performance managed.</li> <li>• Works with the board to respond to the strategic dynamics within the sector and the impact of changing technology on the organisation and its key stakeholders.</li> </ul>	<b>6 7</b>