

## 03

## Marketer Competencies

### Building Marketing Capability (Talent Management)

Takes responsibilities for own personal and professional development and seeks to proactively manage and direct own career. Has the ability to coach, motivate and performance manage marketing teams to deliver strong business performance. Seeks to grow the organisation's marketing capability and puts clear plans in place to manage marketing talent and to ensure strong succession planning and continuity.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
<b>1</b> <b>Basic</b>	<ul style="list-style-type: none"> <li>Has good self-awareness and is accountable for their own personal and professional development. Can reflect objectively on their own performance and seeks feedback, in order to identify clear development actions.</li> <li>Effectively manages a marketing team and has the ability to assess the skills and abilities within the team. Can effectively manage team performance and encourages team members to be responsible for their own personal and professional development.</li> <li>Makes available the required tools and training to team members, so that they can successfully complete their marketing roles and achieve business success.</li> </ul>	<b>1 2</b>
<b>2</b> <b>Developing</b>	<ul style="list-style-type: none"> <li>Encourages marketing team members to develop effective career plans and supports this process by providing regular feedback.</li> <li>Ensures that each team member develops good self-awareness and has a good grasp of their relative strengths and weaknesses and in a work environment.</li> <li>Provides marketing team members with a mix of challenges within their role, which will play to their relative strengths and will also seek to address development needs. Encouraging individuals to operate outside their "comfort zone".</li> </ul>	<b>3</b>
<b>3</b> <b>Solid</b>	<ul style="list-style-type: none"> <li>Establishes a progressive learning environment within marketing and encourages individuals to learn from their mistakes and effectively coaches the team to prevent a "blame" culture emerging.</li> <li>Seeks to broaden the skill sets of high potential marketers, by providing opportunities to work in other parts of the organisation (e.g. sales, commercial, customer services).</li> <li>Develops new and innovative tools and training in order to improve individual and marketing team performance and encourages the sharing of training and development resources across the organisation.</li> </ul>	<b>4</b>
<b>4</b> <b>Strong</b>	<ul style="list-style-type: none"> <li>Key role in developing the next generation of marketing leaders and will ensure that the business has effective talent management and succession planning strategies in place.</li> <li>Develops the organisation's marketing capability within the team and by hiring external talent as required. Ensures that the current marketing leaders, are given the opportunity to work in other parts of the business.</li> <li>Makes the business case within the executive team to build strong marketing capability, as a key driver of business success and a likely basis of competitive advantage.</li> </ul>	<b>5</b>
<b>5</b> <b>Exceptional</b>	<ul style="list-style-type: none"> <li>Ensures the board gives sufficient attention to succession planning and talent management at all levels across the organisation, and also seeks to build marketing capability.</li> <li>Encourages the executive team to deploy high performance managers in ways which create the best business impact and ensures that functional interests, do not prevail. Encourages the deployment of successful marketers across the organisation.</li> <li>Makes the marketing team a high-performance environment and seeks to persuade the board of the value of continuing to build marketing capability.</li> </ul>	<b>6 7</b>