

04

People Competencies

Developing People (Coaching; Motivation; Talent Management)

Ability to develop other people, within their own team and across the organisation. Provides a learning environment for all employees, where they can learn from mistakes and where a “blame culture” is avoided. Encourages employees to understand their role and how it fits within the business. Carry out regular assessments of the team’s skills set, to determine training and development needs. Ensures each employee taken personal ownership of their own development agenda, with the support of their manager.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
1 Basic	<ul style="list-style-type: none"> Encourage colleagues to reflect on their own performance and to identify development lessons, to be applied in the future. Provide constructive feedback to colleagues. Be innovative in identifying new ways to build own skill set. Provide effective support for new team members, ensures each has a clear understanding of their role and how marketing, supports the business. 	1 2
2 Developing	<ul style="list-style-type: none"> Encourages others to develop an effective career plan and provides regular feedback. Encourages each team member to operate outside their “comfort zone”. Ensures that each team member develops good self-awareness and has a good grasp of their relative strengths and weaknesses in a work environment. Provides the team with a mix of challenges within their own roles, which will play to their relative strengths and also seek to address their development needs. 	3
3 Solid	<ul style="list-style-type: none"> Establishes an open learning environment within own team and across the organisation. Encourages others to learn from their mistakes and coaches team members to avoid a “blame” culture emerging. Develops new and innovative development tools and training in order to improve individual and team performance. Uses training resources to optimal effect and will seek to correctly prioritise, how limited resources are best deployed to maximise business impact and build relevant skill sets. 	4
4 Strong	<ul style="list-style-type: none"> Key role in developing the next generation of leaders for the business and ensures that there are effective talent management and succession planning strategies in place. Grows marketing capability within the team and also by recruiting external talent as required. Ensures there is a clear succession plan in place, which facilitates continuity. With the executive team, champions the development of people, as a key driver of business success and a likely basis of competitive advantage. 	5
5 Exceptional	<ul style="list-style-type: none"> Ensures that the board gives sufficient intention to effective succession planning and talent management at all levels across the organisation. Encourages the executive team to deploy high performance managers to have the best business impact and ensures that a “silo mentality” does not prevail. Encourages the board to invest in people development as the basis of competitive advantage and to develop a continuous learning environment, across the organisation. 	6 7