

## 09

## People Competencies

### People Management (Mentor, Motivate)

Effectively manages other people and can balance a clear task focus with an effective people management style. Will seek to understand what motivates individual team members and understands what “makes them tick”. Fosters a high performance culture and will effectively performance manage individual team members. Grows marketing and business capacity and will support individual team members to be personally accountable for their own development. Coaches team managers to drive personal development by providing regular and actionable feedback. Effective approach to talent management and will ensure clear succession plans are in place.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
<b>1</b> <b>Basic</b>	<ul style="list-style-type: none"> <li>• Takes responsibility for own personal and professional development and will seek out opportunities to develop and grow own skills and abilities.</li> <li>• Works collaboratively with others, is confident in own ability and will be comfortable sharing information, insights, knowledge and experience with others.</li> <li>• Open to development and learning and will seek feedback on own performance from others.</li> </ul>	<b>1 2</b>
<b>2</b> <b>Developing</b>	<ul style="list-style-type: none"> <li>• Manages teams, setting clear objectives, managing performance and effectively coaching team members by providing clear feedback.</li> <li>• Evolves and develops own people management style, being able to adapt the approach taken to more complex and difficult people management situations.</li> <li>• Fosters a strong quality and performance culture and actively seek opportunities to drive improvements.</li> </ul>	<b>3</b>
<b>3</b> <b>Solid</b>	<ul style="list-style-type: none"> <li>• Actively manage issues of poor individual performance. Will work one to one with the person, to identify the root cause. Identifies a clear action plan to address and gain a clear commitment from the person concerned.</li> <li>• Ensures that the marketing team objectives are clearly aligned with organisation strategy and that stretch marketing objectives are set, with clear performance expectations.</li> <li>• Effectively leads the team, in times of crisis or ambiguity, by providing clear leadership and direction and empowering individuals to make key decisions and to be accountable.</li> </ul>	<b>4</b>
<b>4</b> <b>Strong</b>	<ul style="list-style-type: none"> <li>• Accomplished and highly experienced people manager with a strong ability to manage large and diverse teams across different business functions.</li> <li>• Does not avoid difficult people management situations and will not ignore issues which could derail the team or impact team morale or the business.</li> <li>• An effective coach, who can apply these skills to motivate others and to obtain and provide feedback, both formally and informally.</li> </ul>	<b>5</b>
<b>5</b> <b>Exceptional</b>	<ul style="list-style-type: none"> <li>• A clear leader and is a highly accomplished people manager, acting as a role model to other managers in directing and managing high performance teams.</li> <li>• Works with the board and the executive team to ensure that the organisation effectively manages its people to ensure that there are high levels of engagement and performance.</li> <li>• An excellent people manager, with a strong capacity to manage talent, who makes the business a highly attractive place to work, for high performance professionals.</li> </ul>	<b>6 7</b>