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People Competencies

Relationship Management (Sustainable; Effective Relationships)

Ability to forge sustainable business relationships and create powerful networks which deliver business results. Identifies key internal and external stakeholders and will seek to build effective relationships through strong communication skills and a collaborative influencing style. Develops successful cross functional relationships and can harness discretionary effort to deliver key organisational objectives and to overcome resistance to change.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
1 Basic	<ul style="list-style-type: none"> • Avoids being insular and will seek to develop effective working relationships across key functions within the business. • Uses cross functional networks to obtain “buy in” and to ensure the successful implementation of key marketing initiatives. • Operates cross functional relationships on a “win win” basis, to order to build mutual trust and respect. 	1 2
2 Developing	<ul style="list-style-type: none"> • An effective project and team manager, who can attract additional resources by leveraging cross functional resources within a matrix management organisation. • Uses key relationships to make an effective case of additional resources. • Collaborates effectively with other functions and seeks to align their priorities, with marketing team objectives and overall organisational goals. 	3
3 Solid	<ul style="list-style-type: none"> • Uses key internal relationships to build support and confidence for the overall marketing strategy and for key elements of the marketing implementation plan. • Strong interpersonal skills and uses these to build highly effective relationships, fosters resilience and builds morale, across the business. • Uses relationship skills to successfully lead cross functional teams, to deliver key projects, by obtaining strong support and effectively managing resistance and possible conflict. 	4
4 Strong	<ul style="list-style-type: none"> • Uses high quality working relationships to gain widespread support for innovation and to advocate for major change. • Strongly represents the organisation by fostering highly effective relationships with key external stakeholders. Communicates effectively with key audiences and seeks to anticipate potential problems and obstacles to progress. • Has the credibility and organisational knowledge to lead and sponsor large complex projects and can foster strong organisation wide support. 	5
5 Exceptional	<ul style="list-style-type: none"> • Creates a strong professional relationship between the board and the executive team. Fosters a culture of openness and candour in the best interests of the organisation. • Uses external relationships to identify strategic opportunities for the organisation, which can drive long-term business success. • In a regulated environment, has effective working relationships with industry regulators and can negotiate effectively in times of increased regulatory activity. 	6 7