

## 11

## People Competencies

**Resilience** (Overcomes Obstacles; Bounces Back from Setbacks)

Capacity to remain calm under pressure and to maintain perspective when faced with significant obstacles and challenges. Uses previous experience to navigate their way through unfamiliar, difficult and challenging situations. Capacity to bounce back from serious professional setbacks. Fosters a resilient culture within the team and across the organisation, based on how they react and behave in challenging circumstances.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
<b>1</b> <b>Basic</b>	<ul style="list-style-type: none"> <li>Capacity to be personally resilient and can keep both success and disappointments, in perspective and realistically assess the situation.</li> <li>Ability to bounce back from setbacks, to learn from the experience and take on board the necessary learning.</li> <li>Recognises the need to correctly diagnose significant work problems, to take timely action, avoid procrastination and prevent the situation from spiraling out of control.</li> </ul>	<b>1 2</b>
<b>2</b> <b>Developing</b>	<ul style="list-style-type: none"> <li>Fosters resilience within the marketing team, by keeping setbacks in perspective and encouraging the team, to take the learning and put the situation behind them.</li> <li>Tenacious and ambitious on behalf of the organisation and will view obstacles and setbacks, as a routine part of taking risk and pushing the boundaries.</li> <li>Coaches and leads the team, to maintain balance and perspective in the face of unexpected challenges, guides them to adapt their approach, as the situation demands.</li> </ul>	<b>3</b>
<b>3</b> <b>Solid</b>	<ul style="list-style-type: none"> <li>Strong ability to maintain focus, pace and energy in developing strategy and in implementing key marketing initiatives. Is adaptable and resilient in facing challenge.</li> <li>Fosters innovation and risk taking within the marketing team, expects individuals to learn from their mistakes, avoid a "blame" culture and building resilience.</li> <li>Coach team managers to foster resilience among their direct reports, encourages team members to keep setbacks in perspective, as a means of building confidence.</li> </ul>	<b>4</b>
<b>4</b> <b>Strong</b>	<ul style="list-style-type: none"> <li>Strong leader, is highly influential and credible. Takes a leadership role in challenging situations and is tenacious and resilient in reaching a satisfactory conclusion.</li> <li>Acts as a role model for the rest of the organisation and will be perceived as calm under pressure and maintains composure in challenging situations.</li> <li>Constructive, positive and focused on effective solutions, when faced with significant business challenges.</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 build resilience, as a means of creating a tenacious and entrepreneurial culture, within the business.</li> <li>Encourages the board and the executive team, to be resilience in the face of adversity, by ensuring a culture of mutual respect and trust between both teams.</li> <li>Creates a 'can do' culture and seeks to build a capacity to anticipate significant business challenges and develop the necessary contingencies, to build organisational resilience.</li> </ul>	<b>6 7</b>