

## 12

## People Competencies

**Team Building** (Collaborative; Team Player)

An effective team player, with a collaborative style. Is a natural team builder, who supports the development of individual team members. Proactively contributes to the team, seeks out contributions and opinions and builds on these contributions. Develops high performing teams, creates a shared purpose, delegate effectively and is comfortable delivering success through others.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
<b>1</b> <b>Basic</b>	<ul style="list-style-type: none"> <li>Effective team player, is comfortable operating in this environment and actively contributes with knowledge, opinions and a strong commitment to team objectives.</li> <li>Establishes effective working relationships within the team and with others across the organisation and can work well in multi-disciplinary teams.</li> <li>Preferred work style is to collaborate with others and enjoys being part of a team and sees the benefit in working with others to solve complex and challenging business issues.</li> </ul>	<b>1 2</b>
<b>2</b> <b>Developing</b>	<ul style="list-style-type: none"> <li>Works continuously to build team capabilities and create the required skills sets. Works with team members to ensure each has their own professional development plan.</li> <li>Ensures that new members are effectively integrated into the team and each has a clear overall direction, linked to individual and team objectives.</li> <li>Provides clear leadership and encourages others within the team to take opportunities both formally and informally, to develop their own leadership skills.</li> </ul>	<b>3</b>
<b>3</b> <b>Solid</b>	<ul style="list-style-type: none"> <li>Builds highly successful and effective marketing teams and has also led cross functional project teams, which have delivered significant business impact across the organisation.</li> <li>Highly motivational team builder and ensures that the contribution of team members is clearly recognised.</li> <li>Fosters a strong collaborative culture and encourages information sharing, peer to peer feedback, candour and constructive challenge, within the team.</li> </ul>	<b>4</b>
<b>4</b> <b>Strong</b>	<ul style="list-style-type: none"> <li>Creates a number of high performance teams across different parts of the organisation. These teams are largely achievement focused, largely autonomous and self-managed.</li> <li>Highly experienced team manager and makes a strong overall business and marketing contribution to the executive team and across the organisation.</li> <li>Uses their team building capability to ensure that team conflict is effectively addressed, ensuring the cause is identified and specific issues are addressed in a fair manner.</li> </ul>	<b>5</b>
<b>5</b> <b>Exceptional</b>	<ul style="list-style-type: none"> <li>Works effectively with the board and the executive team to ensure that the organisation has a strong team building capacity.</li> <li>Coaches high potential managers in the organisation to create high performance teams and ensures there is effective talent management and succession planning.</li> <li>Works with key internal stakeholders and external strategic partners to create teams which can drive transformational change.</li> </ul>	<b>6 7</b>