

01

People Competencies

Challenging The Status Quo

(Constructive Challenge; Independent Judgement)

Capacity to bring diverse thinking and independent judgement to problem solving, ideas generation and decision making. Encourages teams, across the organisation, to bring diverse thinking, as a means of making better quality decisions and to identify better solutions. Has the ability to challenge the status quo and to provide constructive challenge for the good of the business and to counter the risk of “group think” in decision making and risk management.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
1 Basic	<ul style="list-style-type: none"> Ability to consider non-conventional, as well as conventional ways to undertake key marketing and other business activities. Will see the benefit of a “tried and trusted” approach but can also identify inefficiencies by reviewing routine work processes. Will counter the “we have always done it this way” mentality, and will encourage the team, to be progressive and innovative in their approach. Encourages others to avoid a “silo” mentality and will encourage the team to take on board suggestions and ideas from other functional teams, as appropriate. 	1 2
2 Developing	<ul style="list-style-type: none"> Fosters a positive attitude to change within the marketing team as a driver of long-term business success. Ensures that the team have the skills to be catalysts for change. Regularly challenges how marketing operates and the value it delivers. Ensures the marketing team avoids complacency and is responsive to changing market conditions. Counters resistance to change across the business, by positively communicating the benefits and constructively challenging traditional organisational assumptions. 	3
3 Solid	<ul style="list-style-type: none"> Encourages candour and openness within the marketing team. Fosters a culture of debate and constructive challenge, as a means of avoiding “group think”. Encourages the team to take the initiative and try new things and seeks to make the marketing team progressive, dynamic and agile. Encourages and supports the marketing team to respond constructively to shifting priorities, rapid change or ambiguity within the organisation. 	4
4 Strong	<ul style="list-style-type: none"> Ensures the executive team is a catalyst for change and is a key source of fresh thinking and innovation, across the organisation. Works effectively with executive team colleagues to break down traditional functional boundaries and to counter a “silo mentality” which can pervade organisations. Leads multifunctional teams and partners with external stakeholders to bring fresh thinking to the organisation. Encourages active debate, diverse thinking and independent judgment to identify the best approach to deliver long-term business success. 	5
5 Exceptional	<ul style="list-style-type: none"> Works with the executive team and the board, to ensure that openness and candour characterises how key decisions are taken across the organisation. Ensures independent judgement is integrated into processes for problem solving, risk assessment and ideas generation, as a means of reaching better decisions. Encourages independent judgement and a capacity to constructively challenge the status quo as a key way to create a progressive and transformational business culture. 	6 7