

STRATEGIC COMPETENCIES

1. Open Communication
2. Leadership
3. Developing People
4. Building Team success
5. Achievement of Results
6. Risk Management
7. Influencing & Negotiating
8. Strategic Awareness

Its up to you how you want to assess yourself, but try simply asking...

“Do I really do this every time – and if I do how well do I perform this?”

And if you pass that test – try asking someone else

“How do you ‘experience’ me when I....”

OPEN COMMUNICATION

- Maintains regular contact with managers and staff to keep them informed of performance levels and changes in work
- Provides colleagues and staff with clear details of what is required of them, by when and why
- Encourages two-way communication by regularly briefing others on issues and seeks feedback on new ideas and proposals
- Handles conflict positively, and effectively and assertively to maximise the outcome
- Presents professionally and with confidence to both staff and external organisations
- Maintains and develops an effective network externally to the organisation
- Effectively communicates in a manner that will captivate and motivate staff and colleagues
- Communicates with others in a manner that respects their values and beliefs

LEADERSHIP

- Adopts a flexible leadership style, taking into consideration the needs of the staff
- Provides feedback on performance levels both positive and negative on a regular basis
- Builds trust and understanding between the individual manager and his/her staff
- Facilitates decision making by guiding others through the options available to them, enabling them to select the right option for the situation
- Plans and co-ordinates the work of others to ensure the smooth and effective running of the department/ organisation
- Proposes and initiates new ideas and actions aimed at improving working practices
- Guides and directs individuals/teams towards the achievement of targets and monitors progress
- Stimulates and encourages high performance from others towards the achievement of targets
- Provides inspirational leadership and role models for the organisation

DEVELOPING PEOPLE

- Delegates appropriate tasks to others in order to develop their skills and talents for the good of the individual and organisation
- Works with others to identify training and development opportunities to meet the needs of the organisation
- Empowers individuals, encouraging them to fulfil their potential
- Encourages staff to take ownership for their own development
- Actively reviews training and development activities to identify learning points and performance improvement actions
- Identifies strategic training and development implications arising from the corporate plan and takes action to meet these needs

BUILDING TEAM SUCCESS

- Participates in, accepts and supports team decisions to achieve common goals
- Works well in a team, collaborating effectively with colleagues
- Develops team spirit by praising the efforts and contributions of others and by providing appropriate support
- Works with a diverse group of people to achieve a common goal – establishing role clarity and providing individuals with the opportunity to participate
- Displays a positive attitude to others, shares information and confronts conflict in a constructive manner to resolve it and move forward with positive results
- Develops effective teams by encouraging a full exchange of ideas and views, enabling the team to work together effectively

ACHIEVEMENT OF RESULTS

- Develops and sets realistic targets that are well defined, specific and measurable, through a process of consultation
- Ensures the cost effective allocation of time and resources to activities thus exercising responsible stewardship
- Identifies strategic and longer term issues and accommodates them in plans and actions
- Encourages an constructive approach to planning, supporting others to identify work priorities and tasks, allocating time and resources as appropriate
- Monitors progress towards results constantly but diplomatically, ensuring plans are made to address any shortfall
- Maintains a high level of activity and energy to ensure that results are delivered
- Adopts the role of a change agent for the organisation
- Sees change as an opportunity to be welcomed and worked with
- Identifies areas of change that will develop the organisation and the services it provides

RISK MANAGEMENT

- Encourages and supports others to think through problems and generate solutions without offering rigid guidelines
- Takes positive action to improve working practice or to create new opportunities
- Makes decisions, on an objective basis, no matter how difficult the circumstances
- Reviews plans on an on-going basis, anticipates potential problems and adapts accordingly
- Identifies patterns, trends and connections between situations, as well as key or underlying issues within a situation
- Understands and solves problems by breaking them down, gathering data, drawing conclusions and generating solutions
- Seeks continuous improvement within the organisation through a systematic planning approach
- Develops contingency plans to ensure the successful implementation of ideas or policies

INFLUENCING AND NEGOTIATING

- Prepares and agrees on the key tasks to win people over, thus providing a logical rationale when proposing action
- Identifies in advance the likely impact of an argument or proposal and selects the most effective approach to ensure a “win-win” outcome
- Influences, persuades and lobbies others to give their agreement and commitment. In the face of conflict, uses personal influence to communicate new ideas or proposals to reach an agreement
- Emphasises the benefits of new ideas or proposals to overcome objections, presenting supporting facts and identifying the pay offs to gain agreement
- Faces problems with an open mind, being prepared to compromise on an issue if the argument is compelling and logical

STRATEGIC AWARENESS

- Has an inspiring vision of the organisation of the future and communicates this powerfully and engagingly to all staff
- Is aware of the political arena within which the organisation operates and incorporates this into their thinking, planning and actions
- Sets goals and standards for the organisation's strategic direction
- Creates an environment where quality is key to the success of the organisation
- Effectively consults with staff on the future of the organisation. Identifies who are the most appropriate people to contribute to this process
- Develops and reviews a strategic plan for the organisation
- Has highly developed political skills, knowing who and how to lobby effectively and persuade to ensure a successful outcome for the good of the organisation