



# Leader / Manager Profile



- 5 Competence areas
- 27 competence descriptors
- Ranking scale for each descriptor
- Assessments on scale 1-6

COMPETENCE AREA	RANKING A – B – C	N/A	CURRENT COMPETENCE LEVEL					
			L 1	2	3	4	5	H 6
<b>1. Perspective and purpose</b>								
1) Understands the market place, the strategic direction of the business, and relates this to the priorities for own functional area.								
2) Sees the responsibilities of own functional area in the context of the mutual dependencies with other functions in the business.								
3) Appreciates that customer focus is the key to business success and works with own and other teams to ensure that this is achieved.								
4) Balances the operational aspects of the role with working towards mid-long term goals and addressing the strategic issues.								
5) Focuses on results by interpreting corporate direction and setting clearly defined functional goals with measurable outcomes.								

COMPETENCE AREA	RANKING A – B – C	N/A	CURRENT COMPETENCE LEVEL					
			L 1	2	3	4	5	H 6
<b>2. Leading and developing people</b>								
1) Achieves the correct balance of involving the team in decision making and providing clear direction by appropriately applying a range of leadership behaviours.								
2) Works with the team in developing a way of working that brings out the best in all team members.								
3) Reviews performance, sets direction, and addresses performance shortfalls in a decisive and positive manner.								
4) Activity takes a coaching role and provides learning / development opportunities for the team members.								
5) Encourages team members to take initiative, agreeing set parameters for individual decision making.								
6) Works with individual team members to ensure that their motivations and personal goals are addressed.								



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COMPETENCE AREA	RANKING A – B – C	N/A	CURRENT COMPETENCE LEVEL					
			L	1	2	3	4	5
<b>3. Planning and analytical</b>								
1) Agrees and defines clearly defined goals at a team and individual level.								
2) Implements concise action plans which define the tasks with timescales and responsibilities, that must be completed to achieve the goals.								
3) Has mechanisms to measure progress and performance against a plan, whilst avoiding unnecessary and time wasting reporting procedures								
4) Responds to performance shortfall by analysing the problem and, using the resources available generates solutions.								
5) Balances plans with the real world of the unexpected, and re-prioritises accordingly.								

COMPETENCE AREA	RANKING A – B – C	N/A	CURRENT COMPETENCE LEVEL					
			L	1	2	3	4	5
<b>4. Communication and influencing</b>								
1) Communicates with team members, colleagues, and business partners openly and confidentially.								
2) Takes time to understand the interests and position of others.								
3) Approaches conflicts by responding not reacting. Objectively establishes the common ground, and works constructively to generate solutions to resolve the differences.								
4) Practices balanced negotiation in business meetings so that there are win-win outcomes.								
5) Is prepared to be influenced.								



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COMPETENCE AREA	RANKING A – B – C	N/A	CURRENT COMPETENCE LEVEL					
			L	1	2	3	4	5
<b>5. Leading and managing change</b>								
1) Interprets and actions change generated by strategic direction, changed circumstances or economic conditions.								
2) Is proactive in generating change in own area, and proposing change elsewhere, where opportunities and potential performance improvements have been identified.								
3) Actions change systematically by developing and implementing action plans, control and evaluation mechanisms.								
4) Appreciates the impact of change on people and ensures that the rationale is clearly communicated and concerns listened to and acknowledged.								
5) Involves the team in change implementation to ensure the best outcomes and maximum commitment.								
6) Is prepared to take risk on a considered basis.								