

BEHAVIOURAL COMPETENCY	POSITIVE INDICATORS
THOUGHT	
Analytical & Evaluative	<ul style="list-style-type: none"> • Able to readily process, interpret and evaluate complex information, concepts and arguments. • Adopts a systematic, objective and probing approach to analyse and assess information logically, in order to make a well-considered diagnosis or recommendation.
Strategic Thinking	<ul style="list-style-type: none"> • The ability to conceptualise and develop a broad, big-picture view to achieve a particular goal or set of goals. • Can identify opportunities for competitive advantage and associated threats within industry trends, emerging technology or market opportunities. • Will show the ability of mental foresight to analyse and assess multiple potential futures, to successfully make informed long-term judgements.
Creatively Minded	<ul style="list-style-type: none"> • Able to generate creative thought beyond conventional limits. • Embraces innovation and experimental thought, develops concepts and theories. • A capacity to anticipate trends for the future and formulate a vision or strategy based on a long-term perspective.
Commercial Thinking	<ul style="list-style-type: none"> • Can demonstrate a deep understanding of the inner workings of the organisation and market they work in, with the appreciation of what can make the business successful in the area in which it operates. • Shows a strong grasp of commercial objectives, with relevant market knowledge, and the ability to apply this knowledge to identify and capitalise on opportunities to add greater value. • Able to make sound, well-reasoned judgements to drive decisions and evaluate their potential short- and long-term implications.
Problem Solving	<ul style="list-style-type: none"> • The ability to overcome unforeseen problems or constraints. • Will analyse the cause of the unwanted situation, apply critical thinking to consider alternative options to address the issue, implement the best plan of action and evaluate its success to find a solution the problem.
Enquiring & Investigative	<ul style="list-style-type: none"> • Takes an active and curious approach to develop their knowledge, understanding and expertise. • Will ask pertinent and probing questions to deepen their understanding and be quick to identify key issues and form intuitive judgements. • Shows the disposition to apply new practical skills and continuously look for ways to improve.

SOCIAL	
Relationship Building	<ul style="list-style-type: none"> • Able to identify and initiate positive working relationships within and outside of their organisation. • Develops and maintains these relationships to bring mutual benefit to both parties. • Adept at engaging and building trust with others, cultivating the ability to influence and gain support
Leadership	<ul style="list-style-type: none"> • The ability to engage others with a course of action, long term plan or vision. • Will take accountability for making decisions, and work with or through others to deliver positive results. • Inclined to take control of things with the ability to motivate, inspire, direct or empower others to produce the intended outcomes.
Influence and Impact	<ul style="list-style-type: none"> • Able to have a positive impact on others, to persuade, convince or galvanise support. • Builds credibility and rapport to engage effectively with people at all levels to produce positive outcomes. • An effective communicator who is able to relate to and positively influence situations. • Strong negotiation skills with the ability to challenge others to accept agreements, points of view or changes. • Proactively and strategically cultivates a network to strengthen the ability to shape outcomes or events.
Supporting and Team Orientated	<ul style="list-style-type: none"> • The ability to work constructively and participatively with others to achieve positive outcomes to individual or collective goals. • A selfless and inclusive approach when working within a group, showing sensitivity, empathy and understanding for others and their motivations. • Plays an active role to contribute and encourage the contributions of others for optimal returns. • Takes responsibility for personal areas of accountability, whilst communicating and collaborating effectively with co-workers.
People Management	<ul style="list-style-type: none"> • The ability to continuously improve the performance level of others to optimise their contribution. • Displays the skill to manage individual & team performance, adapting style to deliver the most productive outcomes. • Sets clear expectations with the ability to motivate, influence and support individuals and team to achieving their goals, but proactive to tackle areas of underperformance. • Delegates tasks and manages resources to optimise output.
Communication	<ul style="list-style-type: none"> • The ability to convey and exchange information in a clear, concise and accurate manner through verbal/non-verbal means. • Displays active listening skills. • Proficient to explain or convey intended messages, ideas, information and feelings to individuals or groups in a manner they can easily receive and understand. • Presents information effectively to optimise the engagement of the target audience.
Collaboration	<ul style="list-style-type: none"> • The ability to work effectively with others in the pursuit of common goals or the development of visions, ideas, ideas or concepts. • Actively seeks to exchange relevant knowledge and experiences with others to strengthen combined output. • An effective communicator, particularly adept at including and facilitating the contributions and opinions of others. • Cultivates relationships bringing mutual benefit, encouraging a spirit that is open to discussion, receptive to new ideas, and recognises individual contribution. • Involves other stakeholders in decision making, draws on the strengths of others, and with a collective ambition that places the team priorities above individual needs.

SPIRIT	
Resilience	<ul style="list-style-type: none"> • Shows composure when confronted with difficulty, pressure or stress. • Is able continue to perform effectively in the face of adversity, demonstrating persistence to overcome obstacles. • Retains focus in the face of disruption, confrontation or conflict, with the capacity to bounce back positively from disappointments, setbacks or failures. • Self-determining of their own future and stays true to their own set of values and ethics.
Integrity	<ul style="list-style-type: none"> • Respects and maintains confidentiality. • Is trustworthy and reliable, will keep promises and commitments made to others. • Has a strong commitment to a set of principles, value, or doing the 'right' thing, and will consistently adhere to these even when it is difficult. • Will not be swayed by others to follow a course or activity in conflict with personal ethics or moral principles. • Displays high levels of accountability and the highest levels of conduct and behaviour at all times.
Adaptable and Change Orientated	<ul style="list-style-type: none"> • Takes a positive outlook to change, coping readily with uncertainty and ambiguity. • Quick to adapt to new challenges and circumstances with the willingness to alter an approach or style to adjust to a different situation. • Encourages feedback on personal performance and recovers quickly from setbacks. • Receptive to new ideas, innovation, methods and ways of working.
Emotional Intelligence	<ul style="list-style-type: none"> • The skill to recognise, interpret and effectively manage the impact of emotions on both themselves and others. • Shows a high level of self-awareness combined with the ability to control both their inward and outward feelings to positively adapt to different situations. • Shows a strong appreciation of how events or actions will affect others, empathetic to other perspectives, and can apply this anticipatory knowledge to positively influence the delivery of a desired outcome.
Growth Mindset	<ul style="list-style-type: none"> • A desire to continuously self-develop and always looking for opportunities to learn new skills, consider new ideas, and challenge themselves to improve. • Actively seeks out and acts upon feedback, perseveres when suffering setbacks. Prefers to operate outside of their comfort zone, accepting criticism or failures as a learning opportunity and route to mastery. • Finds lessons and inspiration in the success of others.
Self-motivation	<ul style="list-style-type: none"> • Can demonstrate the personal drive to take action without the influence or interventions of third parties. • Will take the initiative to set their own goals and standards of expectations and hold themselves personally accountable to meet these levels of performance. • Will take an optimistic view of their ability to control their own situation, with a willingness to overcome obstacles and setbacks.

DELIVERY	
Planning and Organisation	<ul style="list-style-type: none"> • Takes a methodical approach to manage tasks and implement plans. • Establishes structured plans for activities, sets clear priorities and optimises use of resources to achieve a desired outcome on time. • Will anticipate difficulties and propose contingency plans to account for these. • Coordinates others effectively, setting clear objectives and expectations. • Establishes and monitors measures of success and successfully delivers upon these. • Manages multiple tasks/projects efficiently and effectively.
Project Management	<ul style="list-style-type: none"> • The discipline of planning, organizing, and managing resources to bring about the successful completion of a specific project. • Creates and communicates clear plans to project members, assign tasks and resources appropriately and sets clear expectations on delivery. • Delivers effectively against deadlines, monitoring progress of the project at appropriate intervals, anticipating obstacles and quickly adapting to change.
Action and Results Orientated	<ul style="list-style-type: none"> • Driven by a desire to make things happen and able to energise activity in oneself and others. • Strong appreciation of situational factors impacting their market or organisations, and the ability to takes decisive steps to act/capitalise upon opportunities. • Balances realism and ambition when setting targets for self and others, with a high focus and determination to overcome difficulties to deliver positively against these goals.
Process and Detail Orientated	<ul style="list-style-type: none"> • Creates and follows procedures, schedules and instructions effectively, completing tasks with diligence and quality. • Reviews information thoroughly, paying very close attention to detail. • Sets a high standard on the quality of output and minimises risk to ensure compliance. • Follows through on activities or commitments to ensure satisfactory completion.
Decision Making & Judgement	<ul style="list-style-type: none"> • Takes accountability to determine a course of action by evaluating all available information, utilising available resources and balancing the risk and reward for each possible option. • Monitors and assesses the impact, success and consequences of decisions taken and judgements made. • Shows the confidence and clarity of thought to take decisive action, even when questioned. • Acts with necessary speed and sets clear priorities when required to alter course or address a new situation/problem.
Customer Focus	<ul style="list-style-type: none"> • Builds a clear understanding of their customers' needs, expectations and motivations, and delivers positive outcomes to meet these. • Provides a high-quality customer experience to meet or surpass expectations. • Is highly responsive to support the customer as quickly and efficiently as possible. • Communicates effectively with the customer and takes a proactive approach to positively address any areas of concern or dissatisfaction.
Quality Focus	<ul style="list-style-type: none"> • Sets high quality standards and strives for continuous improvement and quality assurance. • Is meticulous in their approach and demonstrates an exemplary level of behaviour in relation to quality standards. • Pays close attention to detail to ensure highest level of output.