

Team Leader and First Line Manager: Competency Set

Do you feel undervalued? Have you the potential to rise above the day to day? How do you balance the day to day crises with demands of management and making sure that targets are met? This 360 looks at the way you keep the business running day after day whilst getting the best out of your people.

Competency Framework

You must complete all mandatory competencies and can select up to 3 optional ones.

Communication	Adaptability/Change Management
Customer focus	Analytical thinking
Delivering results	Developing self
Developing others	Influencing
Integrity and Ethical management	Leadership and inspiring others
Motivation	Planning and Organising
Resilience	Time Management
Relationship Building	
Team Working	

Mandatory Competencies

Communication

The ability to give and gather information and to actively manage the communication process

- Asks questions to find out others real views and check understanding
- Conveys complex information in plain language
- Has a manner, style and presence that makes a positive impression
- Listens to and considers others views
- States own views clearly and concisely
- Tackles disagreement constructively

Director360

- Uses electronic communication channels appropriately and in a way that generates a positive reaction in the recipients

Customer focus

The pursuit of the highest level of customer service

- Anticipates future customer needs and trends
- Focuses on identifying opportunities to benefit customers
- Offers advice and guidance in responding to customer enquiries
- Shows respect and friendliness to customers
- Strives to resolve customer concerns
- Talks and listens to customers to clarify their real needs and expectations

Delivering results

The ability to focus oneself and others on achieving specific outcomes

- Challenges those who fail to achieve the required standards
- Effectively implements company initiatives
- Encourages others to aim high and exceed normal expectations
- Focuses effort on priority tasks and activities to achieve maximum results
- Is able to progress several issues simultaneously
- Manages projects successfully from inception to delivery
- Sets realistic deadlines, tasks and standards for others

Developing others

The ability to improve performance through training and development of individuals and teams.

- Accurately identifies what people are good at and where they have potential to develop
- Creates a positive learning environment
- Encourages others to stretch themselves
- Promotes the idea of continuous improvement
- Provides personalised coaching and support to others

- Sets and agrees objectives with people and monitors their progress
- Understands people's strengths and aspirations and takes them into account when allocating responsibilities

Integrity and Ethical management

The ability to work ethically according to professional & company values

- Accepts responsibility for own work & decisions
- Admits mistakes
- Gives credit to deserving parties and does not take credit for the work of others
- Is loyal to the company and its principles
- Maintains principles even if short term commercial advantage is compromised
- Sticks to decisions which have been made and stays true to their word
- Uses positional and personal power with care and restraint

Motivation

The ability to support and encourage individuals and teams, so that they give of their best

- Demonstrates belief in the abilities of others
- Displays genuine interest in people and their progress
- Gives praise and open recognition
- Has strength and maturity to support individuals and teams through difficult circumstances
- Involves others and encourages full participation
- Motivates others through personal example
- Takes time to discover what motivates individuals

Resilience

This competency reflects the ability to be resilient and to achieve through repeated effort

- Maintains motivation and focus when under pressure
- Perseveres over a period of time to achieve an end result
- Progresses with the task even in the face of personal frustration or disappointment

- Refuses to allow earlier setbacks to affect future situations
- Remains calm, professional & focused, acting as a role model in difficult situations
- Stays positive in the face of interpersonal conflict or disruption to plans
- Steps back from a difficult situation to understand what is going on & why
- Sticks to the task in hand, even if practical difficulties arise

Relationship Building

The ability to get on well with a wide range of people and build long term trusting relationships

- Brings tensions to the surface, helps to resolve conflicts and produces a positive outcome
- Builds rapport with people
- Goes out of way to develop trust in relationships
- Is good at resolving people issues before they get out of hand
- Is sensitive to the unspoken feelings of others
- Looks for common ground and builds co-operation even in difficult circumstances
- Notices when others need help and support

Team Working

The ability to contribute to teams and to improve their effectiveness through personal commitment.

- Develops a wide network of productive relationships around the business
- Develops ideas and solutions jointly with others
- Encourages a strong sense of team spirit
- Focuses the team on what will contribute to success in the long term
- Gives fair and constructive feedback to team members
- Supports less experienced colleagues
- Takes responsibility for team's actions

Optional Competencies - you can choose up to 3 of these

Adaptability/Change Management

The ability to respond & adapt to changing circumstances and to manage, solve problems and provide solutions in a climate of ambiguity

- Adopts ideas used successfully elsewhere
- Challenges conventional views to benefit the business
- Enthusiastically accepts beneficial change
- Generates innovative ideas and solutions
- Identifies when changes are needed
- Suggests ideas for possible improvements
- Translates ideas into practical solutions

Analytical thinking

The ability to analyse, investigate & interpret data, issues & situations

- Able to methodically analyse large amounts of information and draw out the right conclusions
- Backs up conclusions with logical analysis
- Clarifies key issues before reaching a decision
- Formulates clear and specific proposals for action
- Is able to bring together information from a number of different sources when forming a decision
- Judges issues objectively, avoiding personal bias
- Weighs up the pros and cons of alternative solutions

Developing self

The ability to focus on own development and to take action to learn.

- Actively seeks feedback to assist with continuous self-improvement
- Evaluates own performance
- Is able to accurately identify own development needs

- Open to learning
- Reviews & consciously learns from experience
- Sees own development as important
- Takes responsibility for setting up their own learning opportunities

Influencing

The ability to influence and persuade others

- Anticipates how people are likely to react and prepares appropriately
- Continually assesses a situation and adapts behaviour accordingly
- Has the appropriate skills to turn objections into positive outcomes
- Is good at influencing senior people and winning support for a case
- Is persuasive without being aggressive
- Makes a strong & positive impact in a group
- States own views & opinions & backs them up with clear evidence

Leadership and inspiring others

The ability to use personal skills to guide and inspire individuals/groups towards achieving goals

- Delegates effectively to others
- Generates energy and enthusiasm in others
- Inspires others to believe that they can achieve worthwhile goals
- Is a source of strength in times of uncertainty
- Leads without aggression or arrogance
- Shows trust in the abilities of others
- Takes a lead in uncertain situations

Planning and Organising

The ability to plan, organise and prioritise work. Balancing resources, skills, priorities and timescales to achieve objectives

- Allows for contingency in plans
- Concentrates effort on priorities

- Ensures own work is accurate and timely
- Holds structured, productive meetings
- Identifies clear targets and priorities
- Plans for the long term
- Reviews and reassesses plans and priorities on a regular basis

Time Management

The ability to make most effective use of one's own time and that of others

- Challenges the need to go to irrelevant or time wasting meetings
- Gets the job done without procrastinating or delaying.
- Is constantly aware of what is the best use of their own time
- Is punctual and a good timekeeper
- Only uses email when it is the most efficient and most appropriate form of communication
- Resists temptation to take on other people's problems at the expense of own productivity
- Says 'no' assertively when time is not available