

# Finding Potential

360 What is Being Measured



Management & Leadership



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# Leadership and Management Competencies

The 11 management and leadership competencies are grouped into three core competency areas: Managing Self, Managing Others and Managing the Business.

## Managing Self

These competencies relate to how you drive your own performance, take accountability for your own behaviour, handle pressure and your thirst for development.

### **Having a Thirst for Development**

Invests time to identify the development needs for themselves and others. Explores different ways of developing all aspects of their performance. Comfortable giving and receiving feedback, and is quick to learn and move on from their mistakes.

### **Handling Pressure**

Remains calm and in control under pressure, staying focused on delivering results. Stands their ground when challenged, whilst maintaining a positive outlook when faced with setbacks.

### **Thriving in a Performance Environment**

Consistently sets high standards and drives performance. Monitors progress, proactively overcoming barriers to success and quickly addresses underperformance.

### **Being Dependable and Taking Accountability**

Takes personal accountability for achieving goals, and seeing things through to completion. Delivers what they commit to and can be trusted to maintain standards and quality.

## Managing Relations with Others

These competencies focus on how you interact with, build relationships with and lead others.

### **Relating to Others**

Adapts style to interact effectively with a diverse range of people. Treats people fairly, showing interest in and respect for their ideas and opinions. Demonstrates concern for the needs of others.

### **Building Positive Working Alliances**

Proactively builds a wide network of internal and external stakeholders. Encourages cooperation between different groups, whilst being comfortable expressing disagreement and handling conflict. Ensures the needs of key stakeholders are delivered.

### **Leading the Way for Others**

Creates a clear and compelling vision of the future, devolving accountability for its delivery to the right level whilst offering the necessary level of support. Drives performance through regular, honest feedback and by building a climate of trust and openness.

## Managing the Business

These competencies focus on decision making and execution, understanding the wider business context and leading in change.

### **Making Sound Business Judgements**

Makes sound decisions and commits to action based on the evaluation of complex information and consideration of alternative scenarios. Quickly cuts through detail to identify the real issues. Develops contingencies to deal with unexpected issues as they arise.

### **Effectively Executing the Task**

Translates strategic goals into clear objectives and plans. Focuses on key priorities and ensures these are clear to others. Delivers high quality outcomes on time and budget, by regularly reviewing progress and ensuring appropriate risk controls are in place.

### **Understanding the Commercial Context**

Stays informed of trends and changes in the wider market place in which they operate. Identifies new business opportunities and takes action to realise commercial opportunities, whilst considering the longer term implications of their decisions.

**Embraces Change and Ambiguity**

Challenges the status quo, producing new ideas and approaches to improve performance. Open to new ways of doing things and modifies their approach to meet changing demands. Comfortable working without clear guidelines and rules, taking initiative rather than waiting for direction.

## Performance Profile

In addition to the management and leadership competencies, your 360 feedback report contains a Performance Profile. This profile focuses on four key areas that drive organisational performance: Clarity, Confidence, Enablement and Impact.

The feedback in these areas has been designed to help you understand the type of performance environment you are creating and how, with greater emphasis on different aspects of your own behaviour, you can potentially improve performance.

**Clarity**

Ensures people have clarity about the future direction and vision of the organisation, where they sit within the organisation's structure and their role and responsibilities within it. Helps others to easily identify performance priorities and focus accordingly.

**Confidence**

Builds people's confidence in the strategic direction of the organisation. Creates a positive image of the leadership capability within the organisation. Helps individuals feel positive about their own contribution and future in the organisation.

**Enablement**

Creates a high performance environment that provides people with the necessary support, resources and skills to deliver their goals. Builds cooperation between others and devolves accountability to the right level.

**Impact**

How their decisions and actions have had a direct, positive impact on the organisation, its people and its customers/clients over the last 12 months.