

CORE MANAGEMENT COMPETENCIES

Leadership

- Has a good understanding of the charity's vision and strategy and inputs effectively into the operational plan for their department.
- Communicates the need for quality and continuous improvement, and influences good practice through own example.
- Thinks strategically and clearly relates goals and actions to the strategic aims of the charity.
- Inspires people to deliver results, high standards and sets clear objectives for self and the team, taking appropriate and timely action to ensure targets are achieved.
- Creates and supports a culture of creativity and innovation throughout all activities and staff within areas of responsibility.
- Manages change effectively and clearly communicates the need for it to team providing them with support to effect it.

Managing people

- Is effective at recruiting, developing and motivating a diverse range of people.
- Clearly informs staff of their tasks and responsibilities.
- Holds regular one to one and annual appraisal meetings, sets and monitors S.M.A.R.T objectives, and gives constructive feedback designed to improve future performance.
- Delegates effectively and adopts a management style which encourages trust, collaboration, commitment and enthusiasm in order to gain high levels of performance from all staff.
- Encourages and stimulates others to make the best use of their talents to develop further using coaching techniques.
- Acknowledges and records achievements.

Managing teams

- Knows the team's strengths and abilities and makes best use of the talents of staff.
- Supports the development of his/her team through regular discussion and team meetings which encourage two way communication and sharing of ideas and expectations.
- Deals effectively and openly with negative issues and conflict, and builds a team which has respect and consideration for each others role.
- Coaches and motivates the team to strive towards contributing to the achievement of the strategic plan.
- Fully involves team in forthcoming issues so that individuals and team goals can be anticipated and planned together.
- Ensures that his/her team works in collaboration with other teams across the charity.

Communication

- Communicates in a variety of ways and with people at all levels, and adopts a communication method appropriate for the listener or audience.
- Actively listens, asks questions, clarifies points and establishes a mutual understanding.
- Presents information clearly, concisely and confidently to individuals and groups.
- Communicates difficult ideas and problems in ways that promote understating.
- Uses excellent communication skills to negotiate, influence and persuade others.
- Is aware of non verbal communication in self and others.

Customer awareness

- Understands the environment in which the charity operates and the impact on its customers.
- Understands the needs of customers that use our services and strives to provide a service that is flexible and responsive to their changing needs.
- Has knowledge of feedback mechanisms and how to implement these and then act upon them.
- Consistently delivers a high quality service.
- Strives to produce real improvements in the way services are delivered to customers.
- Understands collaborative and partnership working.

Problem solving

- Identifies and acknowledges problems and critical issues.
- Analyses relevant data and information, and tests assumptions in order to deliver the best solutions whilst keeping a clear focus on key issues and goals.
- Anticipates and reviews problems in order to ensure contingency plans are in place.
- Makes decisions that minimise organisational financial loss, embarrassment or legal challenges.

Planning and resource management

- Demonstrates sound knowledge of financial management and business planning.
- Uses sound project management methods to manage resources and skills well.
- Produces effective plans that have clear priorities, realistic milestones, sound review mechanisms and takes into account all available information.
- Obtains and allocates resources sufficient to meet objectives.
- Checks progress of activities against plans, spotting trends and issues, responding with appropriate solutions.
- Effectively records and reports progress against plans.
- Effectively manages self.