

Team Leader competencies

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

Team leaders – questionnaire content

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
- 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
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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
- 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
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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