Performance Management System Appraisal Coaching Guide

Contents

How to use this Guide

Welcome to the PMS Appraisal Coaching Guide. This guide is designed to be used by both managers and their appraisee. Managers should use this guide to review the various competencies applicable to their staff, to aid in the PMS process and developing the Personal Development Plan for their staff.
There are explanations for each competency along with useful resources to improve competencies, that are available either on line or within the L&D Library.

Each competency has:
- A detailed explanation
- Online resource links for more information/guidance/training for appraisee
- Suggested books
- Which B&S Principles the competency aligns with
- Suggestions for further discussion allowing clarity on the competency
- Additional tasks you might want to add to the PDP Plan

Of course, this guide is not comprehensive and you can utilize your own ideas and suggestions are very welcome to add to this guide – just contact L&D.

At any point in the appraisal process, if you need further advice or guidance, feel free to contact L&D.

How to coach

Manager guide in carrying out Reviews and Appraisals

Plan ahead, complete the Review/Appraisal template before the meeting from your perspective.
Ensure the job holder sends you their Review/Appraisal template beforehand.
Have an idea of SMART objectives you will be setting for immediate, 3 months and 6 months, etc.
During the Review/Appraisal:
- Create a positive, non-threatening climate – relaxed but business like
- Prepare an opening statement to set out the focus and aim of the meeting – the focus is on recognition of achievements, improvement and development, not just evaluation
- Make it clear you will make notes and these are available to the employee at any time, but will be kept confidential
- Staff should have the opportunity to contribute and participate in the meeting as much as you
- There should be a balance of positive and constructive criticism/feedback
- Use open ended questions to encourage more information from the employee
- Use the GROW Model:
  Goal – clarify outcome or goal
  Reality – establish what the current situation is
  Options – explore options on how to achieve the goal

Willingness – establish employees will to achieve the task, which option they will put into action, turn this into a SMART goal (Specific, Measureable, Achievable, Realistic/Resources, Timed) to add to the PDP.

- Give praise where appropriate
- Be prepared to challenge where necessary, based on evidence, with a view to improvement and providing support for this to happen
- Clarify who will be responsible and time frames, for agreed action points
- Close on a positive note
- Summarise all agreed actions, verbally, and then in writing with the PDP.

Allow the employee to participate in their development – ask them what areas they want to improve upon, how they would like to do this and what support they require.

To make suggestions, it is good practice to ask first if they would like some other suggestions or ideas that may help them.

The Appraisee

It is just as important for you to prepare for the Appraisal. Take time to read your managers scores and comments, and use it as feedback, not criticism. Have some ideas in mind on areas you can see need improving, and how you would like to do this.

Bring along evidence of achievements and successes, as well as areas where you can see things could have been better, so that you can discuss with your manager what you learnt and how you will utilize this learning in the future.

Also, share details of any areas where you have already helped improve processes, increased profit, achieved targets in spite of issues, and how you overcame them. Look for how these help to demonstrate the competencies in your appraisal.

Using the PDP Plan

The Personal Development Plan will be the employees focus for the following 12 months. This plan should be agreed during the Appraisal meeting.

Aims can be based on the competencies as well as additional projects based on the individual's role. All aims should be SMART – Specific, measurable, achievable, realistic and with resources specified, and timed.

An example PDP is supplied at Appendix A.

Agile Learning

The ability to learn new things quickly by taking a chance on the unknown and is not afraid of this.

COMPETENCY:	RESOURCES:
• Learns new things quickly • Will take a chance on the unknown • Open to change and new ways of doing things • Enjoys a new challenge	http://www.ccl.org/leadership/pdf/research/LearningAgility.pdf Books: **B&S Principles:** Learning to Learn, Learning to be better, Responsibility for Attitude, Responsibility for own Development, Responsibility for Embracing Change, Efficiency Principle

Coaching Guide:

Use the questionnaire below and depending on responses, offer activities as suggested below.

Ask the individual to find 3 examples from the past 12 months where they could have demonstrated these competencies – ask the following questions –

1. "What could have been done to avoid this?"
2. "Did you need to communicate with other colleagues, teams, departments at the time?"
3. "What would have happened if you did?"
4. "What can you do to avoid this happening in the future?"
5. "Who else needs to be involved for this solution to be applied?"
6. "Can you communicate with them to sort out this issue?"

Additional Tasks:

- Look at a specific process to see how it can be made more time and cost effective
- Spend time with a colleague to skill share – choose a skill to learn, and one to teach another colleague
- Give a specific project to work on where you need help with research – ask them to do the research and feedback to you on a regular basis, adding additional tasks as necessary
- Adopt skill sharing approach within the team for all to participate in

Ask yourself "Do I….." and pick an answer in either column

Challenge in an attempt to make improvements?	OR	Try to achieve the best I can with what I have?
Experiment with new ideas and seek to find the best solution to each individual problem	OR	Choose the most readily available solution and move on to the next challenge
Pick up on signals to build a better understanding of the problem	OR	Trust my intuition to guide me through to a solution
Stay calm when faced with a challenge or stressful situation	OR	Use stress as an energy to get things done more quickly
Make time to critically reflect on my experiences	OR	Move quickly from one task to another in order to accomplish more
Examine past failures for lessons	OR	Put failure quickly behind me to focus on next

		challenge
Volunteer for new roles that are challenging	OR	Take challenges where I know I can be successful
Take enjoyment from struggling with a challenging problem	OR	Take enjoyment from working with something that already works well
Consider my personal role in both successes and failures	OR	Take credit for success and quickly make excuses or blame others for failure
Seek feedback because I need it	OR	Listen to feedback because others want to give it

If your answers fall mostly on left column, you are already showing skill as agile learner. If mainly on right, these are areas you can improve on.

INNOVATE
˝ For each problem you face, challenge yourself to come up with new solutions, even if seemingly tried and trusted ones exist.
˝ Make brainstorming new ideas a habit· the less traditional, the better.
˝ When faced with a challenge, ask yourself two questions:
1. What is holding me back from trying something new and different?
2. If these constraints were not in place, how would I approach this situation differently?

Why this is important:
We often choose the first solution to come to mind rather than taking time to consider whether it is truly the optimal course over the long term. This is especially true in high-stress environments. By trying out new approaches, we can uncover ways of doing things that could save time and energy over time and surface new learning that may otherwise have not been considered.

PERFORM
˝ When faced with something new, look for similarities between the situation and things you have done in the past. Draw on these similarities to frame the new challenge.
˝ Ask questions to understand, not to be understood. Really listen to what others are saying and trust that you will have a response when they have finished talking.
˝ When you find yourself feeling stressed, pause. Dond just say or do the first thing that comes to your head· take a moment to consider what is really required.

Why this is important:
When we are under pressure, we can feel the urge to get things done quickly. Ironically, consciously searching our mind for ideas and solutions closes us off to both the wisdom of others and our own experience. Inspiration often comes from the unconscious; being open to this can spark new ideas that we may have otherwise never had.

REFLECT
˝ Find someone who you trust to give you open and honest feedback and challenge that person to do so. Show that you are open to the process by only asking clarifying questions. Resist the temptation to explain your actions or make excuses.
˝ Conduct After Action Reviews where you, and relevant others, reflect on recent projects by asking three questions:
1. What happened?
2. What made it happen that way?
3. What should we stop/start/continue doing in order to ensure success in the future?

Why this is important:
In our busy work lives where there is always something to do next, it can be difficult to find the time to stop and look back. Learning occurs when we take the time to shift our thinking beyond merely what happened to ask ourselves why things happened the way they did. Finding ways to accomplish this, both alone and with others, is essential to learn from experience.

TAKE RISKS
˝ Take on a new challenge that scares you; find something that is meaningful but not so important that failure will have serious personal consequences.
- Most importantly, tell others what you are doing· ask for their help and support.

Why this is important:
Performance matters. But too often we focus on short-term performance at the expense of personal development. Even our greatest strengths can become problematic when overused. Taking on new challenges allows us to stretch beyond our comfort zone and develop new skills and perspectives that may become an important part of our repertoire in the future.

DEFEND
˝ View feedback as a gift that someone is giving you. You may not like it and it may be uncomfortable, but there is value in it nonetheless. Regardless of the other party's motivations for giving you feedback, there is always the opportunity to learn something about yourself that you previously did not know.
˝ Resist the temptation to respond to feedback, especially at first. Try not to explain your actions to the other person or generate excuses in your own head. This stops the learning process. Always thank the other person.

Why this is important:
Receiving feedback can often feel threatening, like an attack on who we are. When this is the case, our instinct is to deflect the comments, perhaps by making a joke or by attacking the person in return. However, when we enter a mode of self-preservation and try to defend what is, we close ourselves off to what could be. It is only in the latter, not the former, that we are able to learn and grow.

Approachability

Builds good relationships with others and is aware of their needs. Others feel comfortable around him/her and vice versa.

Competency	Resources
• Good rapport builder • Sensitive to the needs of others • Puts others at ease • Comfortable around new people	http://goo.gl/1JVyUs - A 9 page document with a questionnaire and very useful tips on how to increase approachability **Books:** Personal Impact **B&S Principles:** Responsibility for Attitude, Responsibility for B&S Culture

Coaching Guide:

- **Look approachable.** People will be reluctant to approach you if your body language makes you look intimidating, disinterested, impatient, angry, aloof, or even arrogant. Closing your body by crossing your arms, looking at something other than the person talking, and having a negative expression creates a barrier that keeps people from approaching. To encourage people to bring ideas, information, questions, and problems, look open and welcoming.
   - Make eye contact, keep your body open, and smile as you begin the conversation.

- **Manage your reaction.** People who are afraid of your reaction to bad news will avoid bringing you bad news. That allows the problem to grow rather than giving you an opportunity to address it early. You want open, honest, direct, and complete communication. Keep in mind that people will come to you with both good and bad news. If you handle the bad news with patience and fairness, they are more likely to continue to keep the lines of communication open with you.
   - **Reinforce information sharing.** Even with bad news, begin by saying, "Thanks for bringing this to my attention", or "It's a good thing you're telling me this early before things got worse."

- **Keep an open mind.** Don't assume you know what people are going to say. Listen to them with an open mind. When you cut people off too quickly, you risk missing information. When people believe your mind is closed, there is no point in communicating with you.
   - Be open to new ideas, differences of opinion, and even that you may have made a mistake. Ask "Is there anything else you think I need to know?"

- **Make time for informal conversations**. The stronger the relationship you build, the more likely people are to trust you and communicate openly. Take an interest in your team beyond just the work they do. Getting to know people builds trusting relationships. A simple "Good morning, how was your weekend?" can work wonders in making someone feel that you care about them, **but make sure you listen and respond.** This doesn't require a lot of time. The purpose is to connect with people positively and to informally build relationships. This will increase your approachability and they will be more likely to communicate openly when it really matters.
   - Be more interactive with your colleagues, team, managers etc.

   Additional Tasks: ask them to -

- Be a "Buddy" for new starters
- Encourage team meetings and one to one's if person is management level
- Participate more in team meetings
- Organize the next team briefing
- Organize an informal social team event

Business Acumen

Understands and researches the market place and how business works internally and externally.

Competency	Resources
• Understands strategies and tactics • Knows the market place • Understands how the business works • Understands both current and possible future business practices	http://www.bts.com/docs/newsletter/BTS_Insights_Business_Acumen **Books:** **B&S Principles:** Responsibility for Results, Learning to be better, Efficiency Principle, Long Term Orientation

Coaching Guide:

5 Ways to Develop and Strengthen Your Business Acumen

1. READ (Listen and watch, too.)

Online, offline, and everywhere in between! Read books. Read magazines. Read newspapers. Read junk mail. Read news stories via smartphone apps. Read blogs. Download free reports from websites. Scan the content on social media sites such as LinkedIn, Twitter, and Facebook.

When you read, scan for content that will help you better understand today's business environment, give you a deeper understanding of industries you support, and educate yourself on new technologies and emerging marketing practices on the web. When you scan the seemingly random magazines and junk mail that comes across your desk, you'll often find marketing ideas, best practices, innovative ideas on how to use social media for building corporate brands and promoting products and services online, new resources for event planning and meeting coordination, how to use software programs more efficiently, business and industry trends and economic factors affecting business and markets.

2. Join professional or industry associations

Staying informed of the latest industry or professional trends is much easier when you belong to professional or industry associations. Attending conferences and seminars keeps you connected to the pulse of what is going on in your profession and industry. Plus you benefit from developing your professional network locally, regionally, and globally.

3. Enrol in continuing education courses

One simple and often overlooked means of furthering your business education is taking classes. Investigate what your local community colleges offers. Research online business courses you may enrol in. You don't have

to pursue a degree program or go back to school full time. Advance your education one class at a time.

4. Participate on projects, liaise with other teams and departments

One of the best ways to gain a deeper understanding of how your company runs is to get more involved in company projects, committees, or special initiatives. Sometimes you may have to ASK to be considered as a participant, but what you can learn about how business runs and about your company can be a business education in itself. At the very least, ask if you can job shadow or sit with a different team or department for a few hours each month to learn what they do at a deeper level.

5. Develop your personal advisory board

A personal advisory board is a small group of objective people who know you well, who are interested in your personal and professional success, and who are able to help you think. They can help accelerate your success and take some of the fear and uncertainty out of the process. A good personal board will provide both support and wisdom for you as you pursue your personal and professional goals.

It's important to surround yourself with wise advisors if you want to develop your business acumen. Your personal advisory board may include co-workers, colleagues from professional associations, friends, people you follow on the web, or even family members. Think about who has sharp business skills and experience that you want to learn more from. Then figure out how you can spend more time with them in person or virtually.

Make it a weekly action item

The best way to continually develop your business acumen is to make it a regular part of your weekly routine.

Here's a list of questions you can use to quiz yourself at the end of each week to help direct your focus for the week ahead.

What do you know this week that you didn't know last week about…

- Your company?
- Your industry as a whole?
- Your company's competitors?
- Your company's customers or clients as a group?
- Your company's top 10, 20, or 30 customers or clients?
- One of your company's clients or customers, individually?
- One of the top leaders in your field or profession?
- Societal, cultural, or economic trends that may affect your company's business?
- A "success" topic – personal finance, self-motivation, time management, project management, staying organized?
- A "marketing" topic – direct-response advertising, social media marketing, copywriting that sells, direct mail, the Internet?
- A person, event, or topic in the current news of great interest or importance to your company's clientele?

- A "method" – a means, process, technique of doing something useful to you, whether learning how to do a component of your job more efficiently or using a piece of software more effectively?

Additional Tasks:
- Conduct a SWOT (strengths, weaknesses, opportunities, threats) analysis on a specific area of the business or customer/supplier and report back findings to the team every 3 months
- Update weekly on customer/supplier changes

Client Focus

Has the trust and respect of both internal and external clients, always puts the clients needs first and ensures expectations are met.

Competency	Resources
• Has the trust and respect of both internal and external clients • Always considers the implications for clients • Seeks out client information to provide value-added services • Strives to meet client expectations (internally and externally)	https://www.surveymonkey.com/blog/en/6-keys-improving-teams-customer-service-skills/ **Books:** **B&S Principles:** Responsibility for Attitude, Responsibility for Results, Responsibility for Results, Learning to be Better, Efficiency Principle,

Coaching Guide:

So how do you gain customers' and employees' trust and build a customer oriented culture? You have to start with looking at what are the key elements of any relationship, and these are true for both the customer / supplier and employee / employer relationship:

- Being accessible
- Being responsive
- Staying informed
- Have knowledgeable people
- Being prompt
- Keep promises
- Make sure you follow up
- Ensure there are no surprises
- Do it right first time
- Putting things right when they go wrong

Additional Tasks:

- Set tasks that involve researching and information gathering between self and customers (Internal and/or external)
- Encourage communications between individual and colleagues on regular basis – one to one's or team meetings specifically focussing on customers – internal and/or external
- Set tasks with agreed deadlines and monitor development on regular basis, assisting as necessary
- Task them to gather feedback from x3 important customers (internal and/or external), and report back findings with action plan

Compassion

Is empathic towards others and is ready to help when needed. Shows genuine concern for work and non-work problems.

Competency	Resources
• Has empathy with others • Shows a personal interest in people • Shows genuine concern for work and non-work problems • Ready to help when needed	http://lifehacker.com/why-empathy-is-your-most-important-skill-and-how-to-pr-1505011685 **Books:** **B&S Principles:** Responsibility, Attitude, Leadership, B&S Culture

Coaching Guide:

To start using empathy more effectively, consider the following:

1. **Put aside your viewpoint, and try to see things from the other person's point of view.**

   When you do this, you'll realize that other people most likely aren't being evil, unkind, stubborn, or unreasonable – they're probably just reacting to the situation with the knowledge they have.

2. **Validate the other person's perspective.**

   Once you "see" why others believe what they believe, acknowledge it. Remember: acknowledgement does not always equal agreement. You can accept that people have different opinions from your own, and that they may have good reason to hold those opinions.

3. **Examine your attitude.**

   Are you more concerned with getting your way, winning, or being right? Or, is your priority to find a solution, build relationships, and accept others? Without an open mind and attitude, you probably won't have enough room for empathy.

4. **Listen.**

   Listen   to the entire message that the other person is trying to communicate.
   - Listen with your ears – what is being said, and what tone is being used?
   - Listen with your eyes – what is the person doing with his or her body while speaking?
   - Listen with your instincts – do you sense that the person is not communicating something important?
   - Listen with your heart – what do you think the other person feels?

5. **Ask what the other person would do.**

   When in doubt, ask the person to explain his or her position. This is probably the simplest, and most direct, way to understand the other person. However, it's probably the least used way to develop empathy.

   It's fine if you ask what the other person wants: you don't earn any "bonus points" for figuring it out on

your own.

Practice these skills when you interact with people. You'll likely appear much more caring and approachable – simply because you increase your interest in what others think, feel, and experience. It's a great gift to be willing and able to see the world from a variety of perspectives – and it's a gift that you can use all of the time, in any situation.

Additional Tasks:

- Pay attention, physically and mentally, to what's happening.
- Listen carefully, and note the key words and phrases that people use.
- Respond encouragingly to the central message.
- Be flexible – prepare to change direction as the other person's thoughts and feelings also change.
- Look for cues that you're on target – Ask "Is there anything else I need to know?"
- Encourage more one to one meetings
- Set task to gather x3 feedback from internal customer and report findings with plan of action

Conflict Management

Is able to create a win win by listening to the views of all, eliminating the negatives whilst increasing the positive aspects. Creates a positive environment.

Competency	Resources
• Confident in facing up to conflicts • Excellent at judging a situation • Creates an environment that supports agreements • Good listener	https://www.edcc.edu/counseling/documents/Conflict.pdf http://www.mindtools.com/pages/article/newLDR_81.htm **Books:** Pocketbooks in B&S library **B&S Principles:** Responsibility for Attitude, Responsibility for B&S Culture

Coaching Guide:

There are five main strategies for dealing with conflicts, all of which can be considered in terms of who wins and who loses. These strategies are:

1) Compete or Fight

This is the classic win/lose situation, where the strength and power of one person wins the conflict. It has its place, but anyone using it needs to be aware that it will create a loser and if that loser has no outlet for expressing their concerns, then it will lead to bad feeling. Used in emergency situations.

2) Collaboration

This is the ideal outcome: a win/win situation. However, it requires input of time from those involved to work through the difficulties, and find a way to solve the problem that is agreeable to all. Excellent communication is needed. Asking high quality questions to get high quality information back, and using it to clarify facts too.

3) Compromise or Negotiation

This is likely to result in a better result than win/lose, but it's not quite win/win. Both parties give up something, in favour of an agreed mid-point solution. It takes less time than collaboration, but is likely to result in less commitment to the outcome.

4) Denial or Avoidance

This is where everyone pretends there is no problem. It's helpful if those in conflict need time to 'cool down' before any discussion or if the conflict is unimportant, but cannot be used if the conflict won't just die down. It will create a lose/lose situation, since there will still be bad feeling, but no clearing the air through discussion, and results in 'I'm not OK, you're not OK'.

5) Smoothing Over the Problem

On the surface, harmony is maintained, but underneath, there is still conflict. It's similar to the situation above, except that one person is probably OK with this smoothing, while the other remains in conflict, creating a win/lose situation again. It can work where preserving a relationship is more important than dealing with the conflict right now, but is not useful if others feel the need to deal with the situation.

Additional Tasks:

- Analyse a past event where better conflict management could have resolved an issue early. Look at what happened and identify areas where breakdowns occurred and what can be done in the future to avoid such a situation.

Creativity

Is able to develop tools to solve problems and provide solutions outside of current thinking. Thinks of new initiatives that impact positively on the business and colleagues.

Competency:	Resources:
• Develops creative solutions to stubborn problems / issues • Good at brain-storming • Has original ideas • Can easily make connections	http://www.skillsyouneed.com/ps/creative-thinking.html **Books:** **B&S Principles:** Responsibility, B&S Culture, Learning

Coaching Guide:

Creative thinking skills use very different approaches to critical thinking skills. They involve a much more relaxed, open, playful approach. This can require some risk-taking. Creative thinking skills involve such approaches as:

- Looking for many possible answers rather than one.
- Allowing yourself to make wild and crazy suggestions as well as those that seem sensible.
- Not judging ideas early in the process - treat all ideas as if they may contain the seeds of something potentially useful.
- Allowing yourself to doodle, daydream or play with a theory or suggestion.
- Being aware that these approaches necessarily involve making lots of suggestions that are unworkable and may sound silly.
- Making mistakes.
- Learning from what has not worked as well as what did.

Additional tasks:

- Inspiration can strike at any time. Ideas can also slip away very easily. Keep a small notebook to hand so you can jot down your ideas straight away.
- Brainstorm with colleagues and seek feedback on ideas for projects
- Research different areas for inspiration before making a decision
- Assign a project where these skills can be developed – provide ongoing support through to delivery

Decision Quality
Is an agile decision maker and makes timely and appropriate decisions. Acts as a role model for others seeking advice.

Competency	Resources
• Is an agile decision maker • Makes timely and appropriate decisions • Acts as a role model for others seeking advice • Makes the right decision - most of the time	http://www.mindtools.com/pages/article/newTED_79.htm - online question tool with answers to help **Books:** Pocket book in B&S Library **B&S Principles:** Responsibility, Learning, Efficiency, B&S Culture

Although decisions can be made using either intuition or reasoning, a combination of both approaches is often used. Whatever approach is used, it is usually helpful to structure decision making in order to:

- Reduce more complicated decisions down to simpler steps.

- See how any decisions are arrived at.

- Plan decision making to meet deadlines.

The method described here follows seven stages:

1. Listing all possible solutions/options.

2. Setting a time scale and deciding who is responsible for the decision.

3. Information gathering.

4. Weighing up the risks and benefits involved.

5. Deciding on values, or in other words what is important.

6. Weighing up the pros and cons of each course of action, look at long term impact as well as short term

7. Making the decision – and consider all agencies that need to be advised/involved

Find more at: http://www.skillsyouneed.com/ips/decision-making.html#ixzz3Vy2heCs6

SWOT Analysis

A SWOT analysis is a subjective **method used to evaluate the S**TRENGTHS**, W**EAKNESSES**, O**PPORTUNITIES**, and T**HREATS **involved in trying to attain an objective**. It involves specifying the objective and identifying the internal and external factors that are favourable and unfavourable to achieving the objective. It can be used as a business tool or on a personal level where it can help you take advantage of your talents, abilities and opportunities. It can help to **clarify and summarise the key issues and opportunities** facing you and thereby to **set objectives and develop new strategies**. It should help you to **maximise strengths** and **minimise weaknesses** in order to take advantage of opportunities and reduce threats.

Additional tasks:

- Assign a simple project that will involve decision making
- Give the appraisee an opportunity to learn from mistakes – if possible allow them to follow through even if decision in wrong one, so long as there are no major or lasting implications
- Look at a past project where decision making could have been better. Get them to identify where and when, what additional information they needed. Where could they get that from and how will they use this in the future

Determination

Demonstrates drive and determination all around to achieve results.

Competency	Resources
• Keeps going in the face of adversity • Demonstrates drive and determination to all around • Sets high standards and goals to strive for • Sees rejection as a business challenge	http://www.kent.ac.uk/careers/sk/determination.htm http://thesalesblog.com/blog/2010/02/01/determination-the-ability-to-persevere/ **Books:** **B&S Principles:** Responsibility, Learning, Efficiency, Leadership, B&S Culture

Determination is achieving success through persistence and tenacity

This is a great way to consider this competency within your job. It is much easier to continue your search, take risks and keep moving forward when you get positive reinforcement. But, it is even more important to continue when that positive reinforcement is missing.

- When the search is lasting longer than anticipated
- When others are not responding
- When prospective contacts are not responding
- When opportunities are dwindling

It is critical to look beyond past disappointments and refocus on the goal. It is also important to move forward and persist in a thoughtful and strategic manner. "The definition of insanity is continuing to do the same thing over and over, and then expecting different results." (Albert Einstein)

- Consider what else you can do to reduce or eliminate your hurdles.
- What one thing can you do today to move you forward?
- Do you need to adjust your plan/goal to compensate for the marketplace?
- Do you need to change how your approach networking contacts and/or employers?

Additional Tasks:

- Set goals with a deadline ranging in "easy to achieve" to "difficult" rating and provide on going support to delivery
- Analyse a past event where determination was needed – look at what happened, what else could they have done, what will they do next time
- Keep daily schedule of tasks
- Send manager daily to do list and completed report at end of each day/week

Effective Communication

Communicates in a clear and timely manner, listens to the needs of others and responds accordingly. Has a thorough understanding of communication preferences. Is able to communicate in a consistent manner with both individuals and groups.

Competency:	Resources:
- Communicates in a clear and timely manner - Listens to the needs of others and responds accordingly - Has a thorough understanding of communication preferences. - Communicates in a consistent manner both with individuals and groups.	http://www.mindtools.com/pages/article/newCS_99.htm - Questionnaire with interpretation at end http://www.skillsyouneed.com/ips/improving-communication.html http://www.skillsyouneed.com/general/communication-skills.html http://www.kent.ac.uk/careers/sk/communicating.htm - Excellent resource for **Books:** various books in B&S Library **B&S Principles:** Responsibility, Leadership, Efficiency, B&S Culture

Effective spoken communication requires being able to express your ideas and views clearly, confidently and concisely in speech, tailoring your content and style to the audience and promoting free-flowing communication.

- **Be clear and concise.** Vary your tone, pace and volume to enhance the communication and encourage questions
- Persuading and Negotiating Arriving at an agreement that is agreeable to both sides: a win:win situation. Back up your points with logic. Show tact to those you disagree with.
- Making a speech in front of an audience: presenting your message in an interesting way, structuring your presentation, using audio-visual aids effectively and building a rapport with your audience.
- Communicating effectively in a team.
- **Ask for help** when you need it. Research suggests that asking for help with something (within reason) makes you more liked by the person you ask!

Additional tasks:

- Ask individual to summarise important points from team meetings
- Task them with running a meeting
- Set project designed to make them liaise with other departments regularly and communicate regularly

Effective Team Building

Is able to recognise and reward individual performance. Carries out regular one to ones. Can communicate to the team about their goals and performance expectations via team meetings.

Competency:	Resources:
- Recognises and rewards individual performance - Holds regular team briefings to review performance - Champions interdependent team working - Clear communicator of team goals and performance expectations	http://www.mindtools.com/pages/article/newTMM_84.htm - Team Effectiveness assessment with results http://hrweb.berkeley.edu/guides/managing-hr/interaction/team-building/steps **Books:** Pocket books in B&S Library **B&S Principles:** Leadership, Responsibility, Efficiency, B&S Culture

If you are concerned about effective use of organizational or team time – tracking what's actually done by whom, and for how long, is a simple and straightforward way of getting answers.

By paying close attention and recording people's activities over a period of time, you can learn a great deal about how time is spent in your organization:

- Is the majority of the day spent purposefully?
- Are energies focused on goal-oriented tasks or on the most enjoyable or easiest tasks?
- Are people working at the right level of detail?
- Is work being delegated effectively?
- Are workloads and expectations in line with one another?
- Are the majority of the activities planned or spontaneous?

Also:

- Identify what isn't getting done.
- Understand what is standing in the way of effectiveness.
- Identify future roles within the organization.
- Assist workforce planning and job design.
- Help develop job descriptions.
- Identify job enrichment opportunities.
- Determine how best to share resources.

Additional Tasks:

- Have weekly team meetings

- Have one to one meetings monthly
- Monitor PDP plans on monthly basis and provide support and guidance as necessary
- Set projects which involves team involvement and support to delivery

Competencies Management Coaching Tool Draft 32

Ethics & Values

Has a thorough understanding of his/her values and supports the values of the Company. Treats all situations with integrity and is able to demonstrate a trusting attitude.

Competency:	Resources:
- Has a thorough understanding of their own values - Understands and supports the values of the company - Treats all situations with integrity - Demonstrates a trusting and open attitude at all times	http://www.icaew.com/en/members/regulations-standards-and-guidance/ethics **Books:** **B&S Principles:** Leadership, Responsibility, Efficiency, B&S Culture

A professional accountant complies with the following fundamental principles:

- **Integrity** - to be straightforward and honest in all professional and business relationships.
- **Objectivity** - to not allow bias, conflict of interest or undue influence of others to override professional or business judgments.
- **Professional competence and due care** - to maintain professional knowledge and skill at the level required to ensure that a client or employer receives competent professional services based on current developments in practice, legislation and techniques and act diligently and in accordance with applicable technical and professional standards.
- **Confidentiality** - to respect the confidentiality of information acquired as a result of professional and business relationships and, therefore, not disclose any such information to third parties without proper and specific authority, unless there is a legal or professional right or duty to disclose, nor use the information for the personal advantage of the professional accountant or third parties.
- **Professional behaviour** - to comply with relevant laws and regulations and avoid any action that discredits the profession.

Additional Tasks:
- Identify an area where one or more of the above competencies were lacking. Ask them to identify what could they have done, how will they do it in the future.

Financial Management

Has a full understanding of the financial process, procedures and how this impacts the Company. Demonstrates efficiency though robust budget management skills.

Competency:	Resources:
- Has a full understanding of the financial processes and procedures. - Robust budget management skills - Able to make financial trade-offs that ensure targets are met - Able to both manage the detail and see the financial big picture	http://www.mce-ama.com/six-key-skills-every-manager-needs/ **Books:** Books in B&S Library **B&S Principles:** Responsibility, Long Term Orientation, Efficiency

Financial management includes the ability and accountability for budget planning and control, cash management, treasury, and tax handling functions, as per requirements of the role.

The skill involves ability to monitor and present budgets used for controlling organisational and/or department funds.

Financial management may include:

- Directs and coordinates budgeting activities including budget formulation, monitoring, and presentation.
- Directs compilation of data used to prepare budgets and to justify fund requests.
- Coordinates appropriations for divisional and specific programs while balancing the need for emergency funds.
- Reviews operating budgets periodically to analyze trends affecting budget needs.

Managing budgets

Usually each area has its own methods for managers to manage their budget. These are usually based on the tracking of spending versus time. Good use of spreadsheet software will let managers do this. They track spending by month with the goal of keeping each project and activity on budget.

However, the relationship between spending and time may not be linear. Some spending may be bunched up in particular months due to project milestone dates, transfer of project team members to other assignments with completion of their milestones, and hiring of new staff members or consultants to enable the achievement of milestones. (For example, if no one in the area has the expertise needed to achieve a late-project milestone, managers should time the hiring so the individual isn't hired too early in the project to work

productively on this milestone.)

New and transferred managers inherit the budget of their predecessors. However, in the next budget year they will have to work with their own supervisor and project team members to develop budgets for the coming financial year.

They need to know how to access, record, monitor precise financial information.

Additional Tasks:
- External courses – AAT etc
- Shadow manager/colleague to learn skills
- Set up budget spreadsheet, monitor weekly, monthly – project annual forecast and see how actual compares to predicted
- Look at last year and notice opportunities for increasing savings, profits, reducing costs and predicting potential threats and the financial implications of them

Flexible Quality Improvement

Demonstrates efficiency by looking at continuous improvements in work processes and practices. Is open to ideas and suggestions for the betterment of the Company.

Competency:	Resources:
- Creates efficient and effective work processes - Looks for new ways of doing things - Gives others responsibility for designing their own work processes - Is open to experimentation and suggestions	http://www.mindtools.com/pages/article/improving-business-processes.htm **Books:** Books in B&S Library **B&S Principles:** Responsibility, Learning, Leadership, B&S Culture

Continuous Improvement		
Actively seeks to improve knowledge, skills and understanding and contributes to improved service delivery		
Team Member (1)	**Manager (2)**	**Senior Manager, plus all Manager behaviours (3)**
1. Responds positively to change and embraces revised working methods and new learning 2. Takes ownership for own learning and commits to the training and development required for the job 3. Looks for and suggests ways to improve current working practices, own and team performance 4. Ensures agreed changes and new ways of working are implemented and maintained	1. Creates an environment where change is positively embraced 2. Finds solutions when faced with difficult situations 3. Looks for ways to improve own and team performance 4. Actively promotes and encourages innovation in working methods and new business development 5. Actively seeks to remove barriers to progress and moves situations forward	1. Implements improvements to enhance organisational performance 2. Identifies and promotes organisational learning 3. Understands wider and changing business and service needs and adapts approach accordingly

Additional Tasks:
- Devise tasks based on above – note that higher levels incorporate previous levels

Functional & Technical Skills

Is receptive to new skills and technology, uses these skills to achieve desired results. Takes time to learn new skills and challenges self to explore new areas.

Competency:	Resources:
• Demonstrates the appropriate functional and technical skill to achieve the desired results • Takes time to learn new skills • Embraces new skills and new technology • Likes to explore new and appropriate skill areas	**Books:** **B&S Principles:** Responsibility, Learning, B&S Culture

Similar to Agile Learning

Additional Tasks:
- Shadow manager
- Secondment training with other departments
- Multi skilling with colleagues and other departments
- Look at past incidences – ask where they did not do above competencies, what went wrong, what will they do next time
- Assign project to learn new technique/equipment, and teach others

Intellectual Horsepower

Makes careful considered decisions based on compliance and research. Investigates new ideas and concepts. Is viewed by others as sharp, capable and bright.

Competency:	Resources:
- Makes carefully considered decisions - Demonstrates mental agility - Quick to grasp new ideas and concepts - Seen as sharp, capable and bright	http://blog.gpstrategies.com/learning-operations/seven-prompts-to-elevate-intellectual-horsepower/ **Books:** **B&S Principles:** Responsibility, B&S Culture, Learning

Additional Tasks:
- Give project to deliver with supervision and support
- Detail past project where they could have demonstrated above competencies – get them to analyse exactly where they could have and how they will do this in the future
- Encourage them to share their knowledge with the team and other departments during projects and team meetings

Managing Contradiction

Is able to mirror the customer/supplier to manage situations more effectively.

Competency:	Resources:
- Can take a flexible approach to complex situations - Takes a balanced approach to contradictory situations - Is able to change behaviour to manage situations more effectively - Has a varied repertoire of approaches	**B&S Principles:** Responsibility, Learning, Efficiency **Books:**

Additional Tasks:
- Shadow colleagues i.e. x3 in different areas – learn from them and report back to manager
- Buddy a colleague on 3 different accounts
- Set task to get another different account out of their comfort zone

Motivating Others

Recognises each individual is different. Through regular interaction with individuals, can identify individual motivational needs. Uses these to create an empowering environment which recognises and rewards high achievement.

Competency:	Resources:
• Has a clear understanding of the individual motivational needs of his subordinates • Recognises and rewards high achievement • Creates a climate of empowerment • Deals effectively with different people styles	http://www.mindtools.com/pages/article/newTMM_67.htm - 15 questions with results at end and resources too **Books:** Pocket books in B&S Library **B&S Principles:** Responsibility, B&S Culture, Learning, Leadership

Key Behaviors

- Helps others see the personal benefits of doing their job well.
- Encourages others to do their best.
- Looks for and uses new, creative ways to motivate others.
- Acknowledges achievements and contributions.
- Helps others identify their long range plans and goals.
- Maintains and communicates a positive, yet realistic outlook, in spite of organizational challenges in order to sustain morale.
- Recognizes and tackles morale problems.
- Uses a variety of approaches to energize and inspire others.
- Communicates a vision of excellence for others that motivates them to improve.

Tip #1: Act as a role model and help inspire employees to identify what they are passionate about at work; then provide them with some projects in their area of passion or interest – a happy employee is a motivated employee!

Tip #2: Clearly define the organization's vision, mission and strategy as well as the goals and objectives of each employee (and include your employees in the crafting of these). Make sure everyone on your team understands the key role they play in contributing to the success of the department. Ensure each employee is in alignment toward the overall strategy so your group can work as a team and help each other out. Positive team energy will help motivate everyone.

Tip #3: Empower your employees to succeed and delegate challenging and meaningful work – in general,

people want to succeed and they want to continue learning and growing, so provide them with opportunities.

Tip #4: Work with each employee to create their own personal development plan. Then, provide them with coaching and mentoring and help them increase their skills and their sense of competence and accomplishment.

Tip #5: Monitor the progress of your employees towards accomplishing their goals and objectives – then provide rewards to reinforce positive behavior, increase their sense of progress and keep them motivated. This can include recognition in front of peers and other rewards that don't cost a lot of money but are meaningful to the person.

Motivating employees to learn, to grow, to try challenging new assignments, and to work together as a team can be incredibly fulfilling. Seeing the look on someone's face when they've succeeded at something they never though was possible is a gift itself.

Additional tasks:
- Set clearly defined objectives for the team and individuals
- Look for ways your team can skill share
- Conduct regular team meetings and listen to feedback – ask high quality questions to enourage solution focused, creative thinking and autonomy
- Conduct regular one to one meetings with staff and action as necessary
- Check if all staff have appropriate resources and skills to do their job well – if not, how will you rectify this

Negotiating

Is a successful negotiator who achieves a win win result.

Competency:	Resources:
• Fully understands the negotiation process and its constituent parts • Is able to take a tough stand when the situation demands • Skilled in seeking common ground and a win win result • Is a trusted negotiator	http://www.skillsyouneed.com/ips/negotiation.html http://content.moneyinstructor.com/1553/negotiatingpurchasesale.html **Books:** Books in B&S Library **B&S Principles:** Efficiency, Long Term Orientation

Additional Tasks:

- Shadow a colleague who demonstrates these competencies well – report back what they learn
- Look at past event and learn from it – what could they have done, what will they do differently in the future – make a process to follow
- Give a new account and encourage research beforehand – coach them before contact on their plan of action
- Give guidance on preparing for future negotiations

People Judgement

Recognises talent internally and externally, is able to make justified views of others through assessing their strengths and weaknesses. Is a good listener and observer of others.

Competency:	Resources:
• Recognises talent • Good at sizing up others • A good listener and observer of others • Is able to summarise the strengths and development needs of others	**Books:** **B&S Principles:** Responsibility, B&S Culture, Learning

Additional Tasks:
- Pick 3 key individuals to run this process as per competencies above – assess as per above
- Get them to feedback on candidates at each stage of recruitment process

Planning

Makes effective plans by setting clear goals and objectives. Overcome challenges and follows through on results.

Competency:	Resources:
• Makes plans • Sets clear goals and objectives • Employs a rigorous planning and results management process • Is able to adjust in the face of challenges	**Books:** Pocket books in B&S Library **B&S Principles:** Responsibility, Efficiency, Learning, Leadership

Additional Tasks:
- Ask them to prepare daily schedule with deadlines and keep you updated daily on progress
- Review during weekly one to one's
- Shadow colleague who is good at planning
- Assign project to utilize and demonstrate these skills

Presentation Skills

Presents information clearly and precisely. Is able to design, improve and deliver information using all forms of communication.

Competency:	Resources:
- Has a firm grasp of the presentation process - Fully understands how to connect with an audience - Has a portfolio of skills and tactics to get the message across - Is equally at home presenting both internally and externally to the organisation	http://www.skillsyouneed.com/presentation-skills.html http://www.aboutlearning.com/what-is-4mat **Books:** **B&S Principles:** Learning

The ten most common mistakes in public speaking
According to Terry Gault the most common mistakes are:

- Using small scale movements and gestures
- Speaking with low energy
- Playing it safe
- Not preparing enough
- Not practicing enough

- Preparing too much material
- Rushing
- Data centric presentations
- Avoiding vulnerability
- Taking themselves way too seriously

Additional Tasks:
- Prepare a presentation and get feedback before delivery, incorporate changes and review feedback after delivery
- Assign project to demonstrate these skills
- Observe a presentation and make notes on what they have learnt

Prioritising

Fully understands what's vital, can create team focus and overcomes any obstacles. Is highly skilled at task management.

Competency:	Resources:
• Fully understands what's vital • Highly developed task management skills • Can create team focus • Highly skilled at overcoming obstacles	http://www.dummies.com/how-to/content/how-to-manage-time-by-prioritizing-daily-tasks.html **Books:** **B&S Principles:** Learning, Efficiency

Here are 6 steps to prioritizing your projects to keep you well-organized and rewardingly productive:

1. Collect a list of all your tasks. ...
2. Identify urgent vs. important. ...
3. Assess value. ...
4. Order tasks by estimated effort. ...
5. Be flexible and adaptable. ...
6. Know when to cut.

Additional Tasks:
- Create daily schedule with priorities and deadlines
- Monitor in weekly one to one meetings
- Assign project that will build and demonstrate these skills
- Shadow a colleague with these skills

Problem Solving

Is able to diagnose and resolve the problem.

Competency:	Resources:
• Has a disciplined approach to problem solving • Is highly skilled at problem analysis • Is capable of looking at a range of solutions to meet identified problems • Demonstrates a patient approach to problem solving	http://www.mindtools.com/pages/article/newTMC_00.htm **Books:** **B&S Principles:** Efficiency, Learning

There are several stages to solving a problem:

1) Evaluating the problem
- **Clarifying** the nature of a problem
- **Formulating** questions
- **Gathering** information systematically
- **Collating** and organising data
- **Condensing** and summarising information
- **Defining** the desired objective

2) Managing the problem
- **Using the information gathered** effectively
- **Breaking down a problem** into smaller, more manageable, parts
- Using techniques such as **brainstorming** and lateral thinking to consider options
- **Analysing these options** in greater depth
- **Identifying steps that can be taken** to achieve the objective

3) Decision-making
- **deciding between the possible options** for what action to take
- **deciding on further information** to be gathered before taking action
- **deciding on resources** (time, funding, staff etc) to be allocated to this problem

4) Resolving the problem
- **Implementing action**
- **Providing information** to other stakeholders; delegating tasks
- **Reviewing progress**
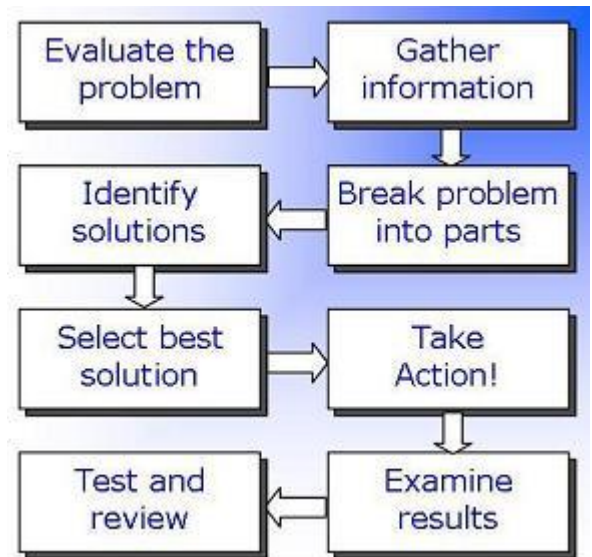
5) Examining the results
- **Monitoring the outcome** of the action taken
- **Reviewing the problem and problem-solving process** to avoid similar situations in future

At any stage of this process, **it may be necessary to return to an earlier stage** – for example, if further problems arise or if a solution does not appear to be working as desired.

Additional Tasks:
- Research range of solutions to a problem and recommend a solution
- Work with colleagues on problem solving issues – other departments if necessary. Have end point in mind then work backwards to understand, research and gather information. Provide support during this time – weekly updates

Process Management

Has a highly organised approach to work, communicates task with complete clarity. Is able to focus on attention to detail and also has the ability to simplify complex processes.

Competency:	Resources:
- Has a highly organised approach to work - Communicates tasks with complete clarity - Is able to focus on attention to detail - Has the ability to simplify complex processes	http://www.gartner.com/newsroom/id/2674619 http://www.techrepublic.com/blog/10-things/master-these-10-processes-to-sharpen-your-project-management-skills/ **Books:** **B&S Principles:** Responsibility, Learning, Efficiency

Process management is the ensemble of activities of planning and monitoring the performance of a process. It understands application of knowledge, skills, tools, techniques and systems to define, visualize, measure, control, report and improve processes with the goal to meet customer requirements profitably.

It can be differentiated from program management in that program management is concerned with managing a group of inter-dependent projects. But from another viewpoint, process management includes program management. In project management, process management is the use of a repeatable process to improve the outcome of the project.

Process Management is vital to organizational competitiveness. At a time of exceptional change both within organizations and society, the issue of staffing the necessary process management skills and aligning them with appropriate tasks and positions is becoming increasingly important. There are a number of imperatives for executives and managers as they lead the processes within an organization that are requiring continuous engagement in training for performance improvement.

Additional Tasks:
- Keep daily time sheets
- Create a manual for processes, and train with them
- Learn new skills by learning processes from other areas
- Train others

Rapport Building

Ability to build rapport with internal and external clients to create effective working relationships.

Competency:	Resources:
- Takes time to build rapport with others - Has the ability to read and understand others' needs - Builds constructive and effective relationships - Has the ability to manage difficult situations with ease	http://www.mindtools.com/pages/article/building-rapport.htm **Books:** **B&S Principles:** Responsibility, B&S Culture, Leadership

In a customer service situation, you have just ten seconds to start building a relationship with your customer

Remember: it is not enough to feel positive about your customer; you must show it in your words and actions.

People cannot read your mind - they can only see your actions and hear your words

Here are ten things customers need:

1. They need to feel welcome (respect, understanding)
2. They need to feel comfortable (understanding)
3. They need to be understood (understanding)
4. They need assistance (understanding)
5. They need to feel important (respect)
6. They need to be recognised (respect)
7. They need to be treated with respect (respect)
8. They need to be listened to (understanding)
9. They need prompt service (respect)
10. They need to trust you (trust)

Additional Tasks:
- Attend conferences and build contacts
- Shadow colleagues making calls or attending meetings – note what works and how they will implement it

Recruitment

Is able to manage recruitment and selection successful from start to end.

Competency:	Resources:
• Approaches recruitment looking for diversity • Fully understands the competencies and criteria required in a role • Recruits the best people both internally and externally • Recognised as having a 'nose for talent'	https://skillmeter.com/blog/15-qualities-great-recruiter-must-have **Books:** **B&S Principles:**

- **Listening Skills:**

For a Recruitment Consultant it is important to be a great listener. Only if you listen carefully and thoroughly to both, the jobseeker and the client, you will be able to understand what their needs are. The more you listen to them, the more you will find out. The more you ask them, the more you will know. So, the better you know what the client and jobseeker are looking for, the easier it will be to find the perfect match. This will allow you to make better decisions and find the perfect match over and over again.

- **Confidence:**

You need to be confident not just about yourself but also about the services you offer to your clients, companies as well as jobseekers.

- **Marketing Skills:**

Knowing how to market and promote your services, expertise and knowledge effectively to clients and candidates is of utmost importance. If you have lots of candidates on your database but are not able to convince a company to hire any of them you will not close any deals. Your convincing, negotiation and selling skills are therefore crucial. No clients, no business - as simple as that.

- **Target-driven:**

The recruitment industry is particularly competitive and target-driven therefore it is essential that the recruiter can handle pressure very well, is target-oriented, ambitious and hungry for results. Recruitment agencies usually offer basic salaries and additional performance-related payments, also called OTE - on target earnings. If you are not a target driven person you should seriously reconsider whether this is the right job for you.

- **Relationship building skills:**

A recruiter works in the "people business" and deals with a variety of different people on a daily basis. This person has to be a good connector, who loves to meet new people and knows how to use every opportunity to network and to turn it into business results. Having great relationship building skills with all people involved in the process is therefore crucial. It will allow you to build trust and attract clients as well as jobseekers more easily. Once you gained their trust and they notice that you work professionally, effectively and reliably, they will come back again and again without looking any further. It will also save you time because you can focus on your existing clients rather than having to chase constantly new ones. Also don't underestimate the good relationship you have built with your jobseekers. If they are happy with the job you were able to find for them, they will recommend you to their friends and family too, should they ever need a job in the future.

- **Communication Skills:**

Working in the "human resource" business requires from a recruiter to be a great communicator, no matter whether face to face, on the phone or via email. If things don't turn out positively for a jobseeker than being straightforward is not always the right strategy in this case. You can't tell a jobseeker "Your background and experiences don't match our needs right now" or "You are a great candidate but unfortunately you just came at the wrong time." There are situations in which a recruiter needs to prove that s/he is tactful, considerate and gracious in order to maintain a good corporate as well as personal reputation.

- **Multitasking:**

Since you deal with companies and candidates on a daily basis you will need to juggle multiple projects and tasks simultaneously. Keeping in mind the details of various jobs, companies and candidates is important in order to work efficiently as well as effectively.

- **Time Management Skills:**

Having great time management skills is essential because certain positions need to be filled urgently and getting your priorities right is paramount.

- **Patience:**

Sometimes you will need to be very flexible and patient because candidates or clients might want to reschedule their interview dates in the last minute.

- **Speed:**

Companies and jobseekers don't just rely on one source for filling their positions or finding a job but multiple sources. Who acts quickly will therefore win in the end. The worst that can happen is that in the last minute a company might tell you that they already found a candidate or the candidate already found a job in another organisation. Thus, it's not size that nowadays matters but speed.

- **IT and Social Media Skills:**

Nowadays also being familiar with various social media recruitment strategies and IT technologies will give any recruiter an edge and proves that you are a professional who keeps up with current trends and technologies.

- **Body Language Skills:**

Being able to interpret other peoples' body language can be very beneficial because you will understand quicker how people feel and what they think without them telling you.

- **Problem solving skills:**

You need to be a good problem solver because you might face situations which you never thought would come along the way. For example, people not turning up to their interviews, companies telling you that they already found another candidate, not finding any candidates for a certain position for a long time, etc.

- **Reliability:**

If you want to be perceived as a trustworthy professional you need to be reliable when it comes to punctuality, offering the services you promised within a certain timeframe etc. If you can't keep up with small things nobody will trust you and offer you bigger challenges in the future.

- **Team working Skills:**

Sometimes you need to lead a team of other recruitment consultants or you need to work in a team in order to find the best candidate for a high calibre company. Knowing how to manage people in order to achieve a set goal is important; good communication between all team members will guarantee that misunderstandings and inefficiencies will be avoided.

Additional Tasks:
-

Results Orientation

Gives 100% commitment towards the achievement of KPI's and enjoys the challenges involved.

Competency:	Resources:
- Works hard - Gets on with the job - Grasps opportunities - Can take action with minimum planning - Likes a challenge	**Books:** **B&S Principles:** Responsibility, Efficiency, Long Term Orientation

Additional Tasks:

- Set up KPI's with deadlines and send keep daily updates to manager
- Look for new opportunities – growth in departments, other recruitment agencies/tools

Self Awareness

Is aware of his/her individuality and how they are perceived by others around them.

Competency:	Resources:
• Always seeks out feedback • Is receptive to talking about development needs • Is skilled at gaining insights from mistakes • Is comfortable in discussing their own performance with others	**Books:** Emotional Intelligence Pocket Book in B&S Library **B&S Principles:** Responsibility, B&S Culture, Learning, Leadership

Understanding self awareness helps individuals to build on their strengths, bringing greater self-esteem and purpose.

Such individuals will have more confidence to:

- express their skills and abilities to employers
- build a professional and compelling CV
- present themselves effectively at interview
- explore their enterprise skills
- know their management style
- develop their selling abilities
- manage their personal development

Additional Tasks:
- Identify 5 key individuals to ask feedback from – report findings back to manager and what to do with the information
- Look at own development needs and plan for improvement
- Seek coaching from L&D

Technical Wisdom

Continuously learns new skills for the benefit of self and the Company.

Competency:	Resources:
• Learns new technical skills quickly and easily • Demonstrates a curiosity for new technology • Can learn new skills easily • Responds well to technical courses and conferences	**Books:** **B&S Principles:** Learning, Efficiency, Long Term Orientation

Additional Tasks:
- Set projects for new skills, lean and develop manual to teach others with
- Report on new advances in technology every 3 months

Work Management

Competency:	Resources:
- Good attention to detail - Has complete clarity on roles and goals - Can prioritise according to need - Monitors performance and takes remedial action where necessary	**Books:** **B&S Principles:** Responsibility, Learning, Efficiency

See Planning, Prioritising

Additional Tasks:
- Submit daily task list and update manager every morning and afternoon
- Ask for clarification if needed

Working Relationships

Competency:	Resources:
• Good relationships with subordinates, peers and superiors. • Is happy to learn from everyone around them • Comfortable as coach or coachee • Willing to work hard for those they respect	http://www.mindtools.com/pages/article/good-relationships.htm http://www.trainingmag.com/content/8-tips-developing-positive-relationships **Books:** Pocket books in B&S Library **B&S Principles:** Responsibility, Learning, Efficiency

Quick Tips

- Ensure that the relationship you have with yourself is a positive one.
- Accept and celebrate the fact that we are all different.
- Actively listen to hear what other people have to say.
- Give people time and "be present" when you are with them.
- Develop and work on your communication skills.
- Manage mobile technology and be aware of its pitfalls.
- Learn to give and take constructive feedback.
- Open your heart and find the courage to trust.
- Learn to be more understanding and empathetic.
- Treat people as you would like to be treated yourself.

Additional Tasks:
- Participate in meetings
- Ask for feedback and input on projects
- Set projects that require interaction with colleagues and other departments

Personal Development Plan (PDP) Plan –

Development aim	Specific actions to be taken	Resources and support required	Development Outcomes (success criteria/evaluation/ how will I apply it)	Target dates for review and completion	
Agile Learning (specific to Competency)	Spend time with Junior to skill share – learn about GP based pharmacies	Manager and colleague	To demonstrate ability to learn about new customer base and use this to acquire 8 new customers in that area	1 year 31st July 20xx	On going
Deliver presentation at pharmacy trade show (in 3 months time) and follow up on leads (KPI, Target related)	Organize and plan for event taking 2 colleagues with you	Team and manager	Increase portfolio directly from event by 10 customers or by 10K per month	6 months	On going