Marketer Pathways
Marketer Pathways

The Marketing Institute of Ireland exists to enable marketers to build great brands, and great careers. Marketing capability is key to achieving success on both fronts.

We recognise the fact that the success of a business depends in the first instance upon its understanding of markets, customers, products and positioning. We believe that such perspectives are essential at the most senior levels of the organisation, if strategic decision-making is to be most effective.

To make this a reality, the marketing profession must generate a continuous pipeline of highly qualified executives with the requisite competencies to claim the most senior executive positions, and create the business impact that fully realises the true potential of the business.

This means that senior marketing executives must become leading candidates for Chief Executive Officer positions. This is a long-term project, that requires commitment and focus on the part of ambitious individuals and companies, and it must engage marketers at all levels of seniority from new entrants through to established leaders.

Our Competency Framework, Marketer Pathways, is designed to help marketing professionals and their employers to understand and together assess the capabilities required for both current and desired roles.

The framework is intended to be a firm foundation that will help everyone using it to demonstrate the relevance, the capabilities and the potential of a professional marketer as a trusted business executive.

The Marketer Pathways Competency Framework was developed through three phases of research: online surveys, round tables and face-to-face consultations. We took on board feedback from marketing practitioners across a range of sectors, as well as from educators and HR professionals. We are grateful to all who contributed to this project.

We believe that structured usage of this framework can be a game changer in terms of skills development for the marketing profession in Ireland, as it enables every marketer to identify and pursue personal development goals, and accelerate their career progression.

All of our learning and development programmes will align with the framework, making clear to learners which ones are relevant to their personal development plans.

Tom Trainor
Chief Executive
Marketing Institute of Ireland
“this framework can be a game changer in terms of skills development for the marketing profession in Ireland, as it enables every marketer to identify and pursue personal development goals, and accelerate their career progression.”
Introduction

Marketer Pathways provides a toolkit for marketing professionals to:

- Understand what is required at each marketing career stage
- Identify where you are on your career journey
- Assess what you need to do next
- Develop a plan of action

The first part of the toolkit brings you the Pathways Competencies. Here we highlight three Competency Sections; People, Business and Marketer.

In order to consider yourself an expert in marketing, you must also have a deep understanding of the wider world of work; a core knowledge in business and people matters, regardless of your role, sector or specialism, or business.

Each competency is described at 5 levels of expertise from basic to exceptional, which should closely align with marketing career stages from Graduate to CMO or Board Level. Using this structure, you can assess the competency level you should be demonstrating, developing and aspiring towards, at every stage of your career in order to achieve success where you are or to reach the next level.
Where are you now?

- 01 REVIEW: Career Stages Chart, Marketer Pathways - Competency Framework, Other Business Topics Overview, Self Reflection GROW model
- 02 ASSESS: Career Stages Sheet, Role Profiles
- 04 ACT: Act & Achieve Checklist
- 05 ACHIEVE: Act & Achieve Checklist

Review, check against your GROW model, Measure track progress get feedback self awareness etc
Our Thanks

We are grateful to Marketing Institute members from the companies below who have provided input, guidance and advice to this project.

Endorsements
1. An Bord Bia
2. Bord Gáis
3. Deloitte
4. Diageo
5. Facebook
6. KBC
7. Kerry Group
8. Laya Healthcare
9. LinkedIn
10. Lucozade Ribena Suntory
11. McDonalds
12. OpenJaw Technologies
13. PTSB
14. SSE Airtricity
15. The Convention Centre
16. TU Dublin
17. UCD Smurfit Business School
18. Virgin Media
19. William Fry
# Marketer Pathways

## Competencies Overview

### Business Competencies - Fundamental

Relevant to all marketers regardless of their role, their industry sector. Different level of competence depending on career stage.

<table>
<thead>
<tr>
<th>1. Action &amp; Results</th>
<th>09</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Change &amp; Improvement</td>
<td>10</td>
</tr>
<tr>
<td>3. Commercial Awareness</td>
<td>11</td>
</tr>
<tr>
<td>4. Ethics &amp; Integrity</td>
<td>12</td>
</tr>
<tr>
<td>5. Decisions &amp; Judgment</td>
<td>13</td>
</tr>
<tr>
<td>6. Innovation</td>
<td>14</td>
</tr>
<tr>
<td>7. Organisational Awareness</td>
<td>15</td>
</tr>
<tr>
<td>8. Planning &amp; Prioritisation</td>
<td>16</td>
</tr>
<tr>
<td>9. Project Management</td>
<td>17</td>
</tr>
</tbody>
</table>

### Marketer Competencies - Technical

Skills required in specific areas of marketing and special to our profession.

| 1. Integrated Analytics      | 21  |
| 2. Brand                     | 22  |
| 3. Marketing Capability      | 23  |
| 4. Channel Management        | 24  |
| 5. Corporate Communications  | 25  |
| 6. Digital Marketing         | 26  |
| 7. Marketing Campaigns       | 27  |
| 8. New Product Development   | 28  |
| 9. Marketing Strategy        | 29  |
| 10. Research                 | 30  |
| 11. Customer Centricity      | 31  |

### People Competencies - Behavioural

Behavioural capabilities needed to effectively contribute to the achievement of business goals.

| 1. Communication &           | 35  |
| Interpersonal Skills         |     |
| 2. Conflict Management       | 36  |
| 3. Developing People         | 37  |
| 4. Influencing               | 38  |
| 5. Leadership                | 39  |
| 6. Managing People           | 40  |
| 7. Negotiation Skills        | 41  |
| 8. Relationship Management   | 42  |
| 9. Resilience                | 43  |
| 10. Team Building            | 44  |

### Critical Business

**Understanding of/Exposure to/Principles of** Risk Management, Financial Management, Governance, Legal & Compliance, Sales
Introduction to Business Competencies

As marketing professionals, it is critical that we understand our organisation; internally; it’s purpose, priorities and strategic direction. Externally, the commercial context and trends that influence the internal factors.

Practical business knowledge; planning, project management, change management and customer focus are some of the competencies addressed in this section. These business competencies will serve you throughout your career, regardless of role or level.
1. **Action & Results** (Drive, Energy, Persistence, Performance) 00
2. **Change & Improvement** (Champion, Driver, Efficient, Quality) 00
3. **Commercial Awareness** (Business Savvy, Growth Focus) 00
4. **Ethics & Integrity** (Role Model, Values) 00
5. **Decisions & Judgment** (Analytical Thinking, Problem Solving) 00
6. **Innovation** (Creative, Challenging) 00
7. **Organisational Awareness** (Knowledge, Impact,) 00
8. **Planning & Prioritising** (Structured, Aligned) 00
9. **Project Management** (Plan, Manage, Deliver) 00
Approaches initiatives with high levels of drive and energy, while understanding the importance of effective planning and quality. Focuses on the achievement of results, will set clear goals for success and will display urgency and enthusiasm. Will seek to win over supporters through their own personal commitment, energy and enthusiasm and will act as a role model for others. Proactive and resilient in their approach to work, dealing effectively with setbacks and seeking practical solutions to overcome significant challenges and obstacles.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| 1 Basic             | • Takes clear action and will work on own initiative. Will consult with others as required and are likely to require a limited level of supervision.  
• Takes proactive responsibility and is clearly accountable for tasks within own role.  
• Clear focus on the required outcome and overall objective.  
• Makes day to day plans to ensure targets and deadlines are consistently met and manages own time and effort to achieve. | 1 2 |
| 2 Developing        | • Demonstrates enthusiasm for their work and follows through on commitments. To avoid delays or to prevent problems escalating.  
• Actively seeks increasing responsibility and demonstrates an ability to manage additional workload.  
• Good self-awareness and sense of their own performance. Benchmarks their own work against time and quality measures  
• Priorities tasks as circumstances change to ensure timely delivery. Takes the initiative to increase their personal contribution and takes responsibility. | 3 |
| 3 Solid             | • Is resilient and can positively deal with setbacks and disappointments.  
• Will move outside their own “comfort zone”, to achieve objectives.  
• Provides overall direction and encourages teams to problem solve and be solutions driven. Creates a high-performance culture within the team.  
• Assigns priorities when managing multiple projects and adapts their approach to take account of multiple demands and shifting priorities. | 4 |
| 4 Strong            | • Develops and implements new ways to add value to the business and will address difficult and complex situations in a controlled and composed manner.  
• Is a role model for fostering a high performance and action orientated culture across the organisation.  
• Works in a focused way to achieve results in time of change and organisation upheaval. Will not use adverse business conditions as an “excuse” for not achieving objectives.  
• Strongly contributes to a high-performance culture within the executive team. Sets high and attainable performance expectations for the business and delegates appropriately. | 5 |
| 5 Exceptional       | • The capacity to translate and delegate challenging strategic objectives into clear work streams and specific and measurable actions.  
• Coaches and mentors others to foster a bias toward taking action and seeking efficiency across the business.  
• Sets the strategic goals for the organisation and secures the necessary resources to achieve these targets. | 6 7 |
Comfortable operating in an environment where there is ambiguity and where priorities and business objectives change and adapt. Sees the necessity for the organisation to be flexible and agile and advocates the need for change as a key driver of business success and continuous improvement. Adjusts to accommodate changing situations and responds positively to new demands or circumstances. Strongly focused on maximising efficiency, enhancing overall quality and creating a culture of ongoing improvement.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| **Basic**           | • Recognises and responds positively and flexibly to new and changing priorities.  
• Seeks clarification on how new information or projects impact on own work.  
• Learns and applies new skills to accommodate changing situations and can adapt their approach as required.  
• Has a clear quality focus, seeks ways to bring about improvements and efficiencies within their current role, without sacrificing work quality or increasing risk. | 1 2 |
| **Developing**      | • Demonstrates a willingness to challenge the way things have been done  
• Committed to a process of continuous improvement. Actively supports changes and improvements, helping others to understand how they can best adapt.  
• Keeps up-to-date with professional and technical developments relevant to area and takes responsibility for their own personal development. | 3 |
| **Solid**           | • Acts as a change agent across the organisation and can lead change and help overcome resistant by acting as a role model and actively making the case for change.  
• Fosters continuous improvement, adaptability, change orientation and innovation within the team and seeks to increase their ability to adapt to new situations.  
• Demonstrates resilience by quickly recovering from unexpected changes in direction  
• Appropriately challenges the conventional approach with a view to making the organisation more agile, efficient and responsive to market and customer expectations | 4 |
| **Strong**          | • Displays flexibility in complex, ambiguous or stressful situations and takes a leadership role in this context. Is seen to lead by example.  
• Is influential within the executive team in gaining company-wide commitment to an ongoing process of continuous improvement.  
• Works with the executive team to identify and eradicate low value activities across the organisation and to commit to an ambitious programme of rapid work process improvement. | 5 |
| **Exceptional**     | • A key advocate of change across the organisation, is considered influential and credible with the board and key strategic partners.  
• Builds the capacity to be adaptable throughout the organisation, by seeking rapid adjustments in responding to changing business situations and seeks to counter any potential for complacency or lack of pace.  
• Provides clear leadership on key issues, at times of pressure and rapid change and provides a source of direction and focus for others.  
• Proactively supports the organisation through significant change by clarifying ambiguities and uncertainty. | 6 7 |
Business Competencies

Commercial Awareness (Business Savvy; Growth Focus)

Seeks to develop a broad and deep understanding of the business and is not limited to a “marketing view of the world”. Can assess the likely commercial implications of significant marketing decisions or business and industry trends. Can provide strong commercial insights into the strategy and business planning processes across the organisation.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>• Understands the link between current role and the organisation’s business and commercial objectives.</td>
<td>1 2</td>
</tr>
<tr>
<td>2</td>
<td>• Knowledge of the competitor environment and can input to the commercial rationale for various competitor product and service propositions.</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>• Basic understanding of the key drivers of commercial success within the business.</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>• Has a solid overview of the overall commercial context.</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>• Strong grasp of key commercial and business trends within the industry and in other related and relevant sectors.</td>
<td>6 7</td>
</tr>
<tr>
<td>6</td>
<td>• Contributes effectively to problem solving and decision making across the organisation by providing strong marketing and commercial insights, in shaping the best solutions.</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>• A strong personal commitment to developing their own overall business and commercial knowledge.</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>• Uses commercial awareness to identify and promote business and growth opportunities across the organisation.</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>• Capacity to make a strong business and commercial case to gain support for key marketing initiatives.</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>• Uses their broad commercial knowledge and insights to provide effective solutions to significant marketing challenges.</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>• Develops marketing strategies and implementation plans which have a strong commercial foundation and which can deliver clear business results.</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>• Adapts the overall marketing strategy and the thrust of key marketing initiatives based on shifting business demands and challenges to the commercial environment.</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>• Makes a significant business contribution across the organisation and with a mindset and influence beyond the marketing function</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>• A strong commercial focus to key business decisions and uses strong marketing insights to underpin the business case.</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>• Makes a strong commercial contribution at board level and with key customers and external strategic partners.</td>
<td></td>
</tr>
</tbody>
</table>
A role model for ethical conduct and promotes a values-based approach to doing business, as a potential basis of competitive advantage and as a clear basis for long-term sustainable business success. Highly credible and acts with personal integrity, matching words with action and generating trust. Ensures that organisation values (such as ethics and integrity) are integrated into company problem solving and decision making. Promotes an ethical way to do business and in resolving ethical dilemmas, will take the required action, consistent with organisation values.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| 1 Basic             | • Considered approachable, supportive, fair, and willing to listen, within the team. Works to better understand team member concerns and will discuss difficult issues, in an open manner.  
• Personally open to development, will avoid being “defensive” and will admit mistakes and seek assistance where this is required.  
• Understands the need to follow established practice, particularly with regard to matters which are subject to the law or regulation. | 1 2 |
| 2 Developing        | • Within the marketing team, identifies ethical dilemmas and conflicts of interest and will coach and support the team to make the correct decisions and take the right action.  
• Accountable for the performance of the marketing team and will be constructive in addressing poor performance and will not seek to blame others or make excuses.  
• Acts as a role model for ethical conduct and behaves with personal integrity. Matches words with deeds and will lead by example, even if this comes at a personal cost. | 3 |
| 3 Solid             | • In leading marketing function, will model ethical behaviour and seek to promote the organisation’s core values to team members.  
• Fosters open discussion and debate. Encourages discussion on ethical dilemmas and will not discourage team member from delivering “bad news” or raising difficult issues.  
• Builds stronger teams by bringing together people with different styles and approaches, creating a diverse approach to problem solving and decision making. | 4 |
| 4 Strong            | • Respects and values the perspectives and contributions of peers, even when styles and approaches are different or are in conflict with own functional interests.  
• Displays courage and communicates openly and honestly, when raising difficult issues relating to organisation values, with the executive team and the board.  
• Works with the executive team and the board to develop a clear code of conduct with regard to ethics and conflicts of interest. | 5 |
| 5 Exceptional       | • Supports the board in advocating an ethical approach to achieving business success. Ensures that the ethical code of conduct reflects how business is done in practice.  
• Ensures that the organisation’s system of reward and recognition is closely aligned to motivate sustainable business success and promote ethical conduct.  
• Supports the board in advocating high ethical standards across the industry, as a means of countering possible pressure for increased statutory regulation. | 6 7 |
Business Competencies
Decisions & Judgment (Analytical Thinking, Problem Solving)

Makes appropriate and informed decisions about own area of responsibility. Contributes to effective analysis and decision making within marketing and across the organisation. Develops the ability to make well informed decisions, with available information taking account of the consequences of the chosen course of action. Effectively problem solves, by correctly identifying and diagnosing the underlying issues, in complex situations.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| **1 Basic**         | • Recognises when advice or assistance is required in making decisions on non-routine issues and looks to others to provide support.  
                      • Behaves with integrity and in an ethical manner. Is confident and professional in dealing with day-to-day decisions.  
                      • Distinguishes between critical and irrelevant pieces of information. Gathers input and information from a variety of sources to reach a conclusion.  |
| **2 Developing**    | • Identifies the core issue in problem solving, considers possible solutions and seeks direction and advice as appropriate.  
                      • Recognises causes and consequences of actions and events that are not readily apparent. Anticipates and thinks ahead about next steps.  
                      • Seeks to problem solve effectively by correctly analysing the issues, seeking expert advice as required and consulting and collaborating with others as appropriate.  |
| **3 Solid**         | • Correctly diagnoses the problem and works a solution through to a successful conclusion. Looks for practical and workable solutions which can be implemented.  
                      • Maintains the utmost integrity and behaves ethically at all times. Identifies gaps in information and makes informed assumptions in order to take timely action.  
                      • Addresses very complex issues and makes a judgment call on the need for additional analysis or the business necessity to take a timely decision, with the available information.  |
| **4 Strong**        | • Able to match appropriate solutions to a variety of business needs / demands. Consistently “thinks ahead” when making decisions and seeks to preempt possible consequences considering the overall business impact of the chosen course of action.  
                      • Takes ultimate responsibility for key decisions within their areas of responsibility.  
                      • Strongly contributes to effective problem solving and decision making within marketing and across the organisation and is clearly accountable and seeks to effectively manage risk.  |
| **5 Exceptional**   | • Provides clear leadership across the organisation with regard to problem solving and strategic decision making and builds effective alliances to ensure timely action is taken.  
                      • Consistently provides innovative solutions to increasingly complex business needs. Will consult appropriately with colleagues and the board on major business decisions.  
                      • Keeps the board appraised of key decisions taken and the likely business impact.  |
Business Competencies

**Innovation (Creative, Challenging)**

Creates and develops new thinking, ideas, solutions, methods, business processes and market or customer opportunities, to transform or improve overall organisation performance. The capacity to turn the innovation process into a key growth driver within the business. Challenges the status quo and introduces more dynamic thinking and disruptive technologies.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| 1 Basic              | • Finds alternative ways and innovative solutions to complete work where obstacles arise.  
                        • Not fazed by ambiguity and has the ability to adapt the approach. Is open to personal development, accepts valid feedback and acts on suggestions to improve.  
                        • Creates new ideas or develop different perspectives in problem solving or addressing business issues. | 1 2 |
| 2 Developing         | • Takes the initiative in seeking to continuously improve how day to day tasks are completed.  
                        • Makes routine business processes more efficient and clearly focuses on delivering the required outcomes.  
                        • Capacity to undertake ideas generation exercises within the team; ensuring that the team’s creative strengths are utilised and innovation is supported. | 3 |
| 3 Solid              | • Seeks to influence key shareholders across the organisation to support the innovation process as a key driver of growth and a clear means to achieve business success.  
                        • A role model for innovation across the organisation. Is open to considering both conventional as well as non-conventional solutions when problem solving.  
                        • Constructively challenges the status quo for the good of the organisation. Will seek to enlist supporters for the innovation process from across the business. | 4 |
| 4 Strong             | • Champions a culture of continuous improvement through innovation across the organisation. Will make an informed assessment of more “radical” business solutions and will seek to balance potential risks with likely business advantage.  
                        • Promotes innovation by generating commitment, enthusiasm and energy.  
                        • Seeks to innovate and take calculated and managed risks in order to achieve long-term business success. | 5 |
| 5 Exceptional        | • Leads the innovation effort across the organisation. Will facilitate the development of breakthrough thinking and disruptive technologies by making innovation a core competency within the business.  
                        • Works with the board to ensure that the organisation invests in research and development and the innovation process to ensure future business success.  
                        • Reviews the long-term impact of innovation within the business to accurately access return on investment and other measures of value add. | 6 7 |
Business Competencies

**Organisational Awareness** (Knowledge, Impact)

Has a clear understanding of organisation culture and how key stakeholders interact. An ability to understand the formal rules and structures, including the ability to identify key decision makers, as well as the individuals who directly influence them. An effective influencer with a clear capacity to navigate complexity across an organisation.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| **1** Basic         | • Good understanding of the commercial context and organisational culture within which the business operates.  
• Understands and uses the organisation’s structures, rules and networks.  
• Knows, respects and fully subscribes to the organisation’s code of conduct and values.                                                                                                                                                                                                                                                                                                                                                      | 1 2           |
| **2** Developing     | • Clearly understands the vision, mission and overall objectives of the organisation and how these relate to their own area of responsibilities.  
• Contributes to and understands the organisation’s overall strategy.  
• Shares knowledge about and encourages others to keep up to date with the organisation’s rules, structures, networks, systems and environment.                                                                                                                                                                                                                                          | 3            |
| **3** Solid          | • An effective influencer; can progress and gain support and agreement across the organisation for key initiatives.  
• Ensures that compliance, ethics and organisation values are considered when significant business decisions are being taken.  
• Contributes to fostering an organisation culture which exemplifies best practice and a values-based approach in working with key stakeholders and strategic partners.                                                                                                                                                                                                                     | 4            |
| **4** Strong         | • Highly influential and credible across the organisation with a strong capacity to gain support for major business initiatives.  
• Uses their influencing ability to help overcome resistance to change and to achieve “buy in” at senior levels across the organisation.  
• Communicates a shared understanding of the organisation’s strategic direction to motivate employees and to overcome resistance to change.                                                                                                                                                                                                                                          | 5            |
| **5** Exceptional    | • Highly credible and influential with the board, key stakeholders and external strategic partners.  
• Uses their knowledge and insights in organisation culture and decision making to handle complex situations effectively, for the good of the business.  
• A role model for ethical and values-based conduct and is seen to exemplify the best aspects of organisation culture.                                                                                                                                                                                                                                                                                                             | 6 7           |
### Business Competencies

**Planning & Prioritisation (Structured, Aligned)**

An ability to plan successfully and to set clear priorities. Promotes the benefit of effective planning in order to achieve business success. Has the ability to plan, change direction and adjust business priorities, to respond to significant changes in business and market conditions.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
</tr>
</thead>
</table>
| 1 Basic             | • Takes a structured and planned approach to work and has the ability to prioritise what needs to be done, to best achieve individual and team objectives.  
                      • Ability to plan and structure individual and team work streams, to maximise efficiency.  
                      • Has the ability to be flexible and responsive to the needs of key internal and external stakeholders. |
| 2 Developing        | • An effective time manager and seeks to take a planned and structured approach to bringing key marketing initiatives to a successful conclusion.  
                      • Highly planned approach to make the best use of available resources and to take account of possible obstacles or bottlenecks.  
                      • Can manage multiple and competing priorities and can negotiate effectively with various stakeholders to achieve the best outcome for the organisation. |
| 3 Solid             | • An effective project manager, who will regularly review performance against key milestones and will take corrective action, as required.  
                      • Successfully implements business plans and conducts timely reviews to assess outcomes and the effectiveness of the planning and project management approaches taken.  
                      • Undertakes a regular review of marketing and business plans, to ensure that planned objectives and priorities continue to be relevant and take account of changing market conditions. |
| 4 Strong            | • Balances the need to plan for the long-term and maintains the organisation’s tactical ability to achieve short-term goals.  
                      • Ensures that key marketing priorities are clearly aligned to organisation strategy and business goals and takes account of significant market change and customer trends.  
                      • Fosters a culture of effective planning and priority setting within the marketing function and across the organisation. |
| 5 Exceptional       | • Brings strong planning skills to the strategy development and business planning processes, as part of the executive team.  
                      • Assists the board in taking a planned and long-term perspective in directing the organisation and utilises effective planning to ensure that a clear strategy and effective priorities are in place.  
                      • Conducts a comprehensive reviews of overall business priorities regularly, to ensure that key company activities are clearly aligned to overall business strategy. |

<table>
<thead>
<tr>
<th>Career Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 2</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td>5</td>
</tr>
<tr>
<td>6 7</td>
</tr>
</tbody>
</table>
## Business Competencies

### Project Management (Plan, Manage, Deliver)

The ability to successfully manage and deliver sizable projects within own area of responsibility. Seeks to identify key milestones and resource requirements to deliver on time and within budget. The capacity to harness the efforts of others, across the business, to ensure key deadlines are achieved and that project objectives as delivered on time and within budget. Over time develops the capacity to effectively manage a range of diverse and complex projects, across the organisation.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| 1 Basic              | • Produces a basic project plan which identifies the key activities, schedules key actions, estimates resource requirements, identifies possible interdependencies and specific project deliverables.  
  • Develops understanding of project management best practice and can use basic planning, workflow and tracking tools.  
  • Understands the organisation’s approach to effective project planning. Can provide regular project updates and seeks assistance where significant issues arise.  | 1 2          |
| 2 Developing         | • Effectively manages a project team and co-ordinates cross functional inputs. Provides regular updates to key stakeholders and identifies any emerging issues.  
  • Develops increasing complex project plans or plan for multiple projects. Develops their ability to better estimate people resource requirements and time requirements.  
  • Identifies major obstacles to project success and identifies practical solutions to address. Where a resolution is not possible, will escalate the matter, where necessary. | 3            |
| 3 Solid              | • An experienced and trusted project manager, who is credible and influential across the organisation and with key external stakeholders.  
  • Has the knowledge and expertise to successfully deliver complex and large-scale projects, successfully managing key stakeholders and external project partners.  
  • Ensures the required processes are in place for effective budget management and compliance with the required approvals process and any regulatory obligations. | 4            |
| 4 Strong             | • Takes a strategic role in managing stakeholder expectations and concluding negotiations on overall stakeholder / client requirements.  
  • Leads key projects and obtains executive and board approvals process.  
  • Accountable and responsible for the delivery of a range of complex projects or change programmes within marketing and across the business. | 5            |
| 5 Exceptional        | • Considered an expert project manager, across the organisation. Has a key role in building project management capability within the business.  
  • Acts as project sponsor for key strategic projects across the organisation, is considered an expert in leading and delivering highly complex projects and change programmes.  
  • Champions a high-performance culture for project management within the business. | 6 7          |
Introduction to Marketer Competencies

This section focuses on Marketing specific competencies and indicative behaviours. At each level we describe the core areas of marketing specialisation from brand, channel, digital marketing and new product development.

At the early career stages, you can use this to explore areas of specialisation, at the latter career stages it will aid you in facilitate the development of your marketing team.
Marketer Pathways

Marketer Competencies

1. **Integrated Analytics** (Behavioural; Data) 00
2. **Brand** (Strategy; Development; Managing; Positioning) 00
3. **Marketing Capability** (Encouraging; Building; Developing) 00
4. **Channel Management** (Distribution Development; Category Management) 00
5. **Corporate Communications** (PR; Media; Reputation) 00
6. **Digital Marketing** (Strategy; Capability; Integration) 00
7. **Marketing Campaigns** (Communications, Advertising; Brand) 00
8. **New Product Development** (Product; Service; Value; Proposition) 00
9. **Marketing Strategy** ( 00
10. **Research** (Analysis; Customer Insights) 00
11. **Customer Centricity** (Expectations, Relationships, Data) 00
01 Marketer Competencies

**Integrated Analytics** (Behavioural; Data)

A capacity to draw together information from both qualitative sources, such as behavioural, attitudinal, psychological, cultural; and to merge with quantitative sources, such as big data, analytics and other numerical information. Using high quality customer and market information to inform and guide business and marketing strategies. Using data analysis to evaluate the success of key marketing initiatives and overall business performance.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| **1** Basic          | • Is familiar with the organisation’s various sources of business, customer and market information, both behavioural and data  
• Is familiar with and uses the organisation’s information systems to extrapolate and interpret relevant customer, service and market information.  
• Understands the range of metrics used to measure value and effectiveness. Can use analytics to review the business impact of key marketing activities. | 1 2          |
| **2** Developing      | • Supports the development and implementation of an effective business / marketing insights strategy, to inform the strategic planning across the organisation.  
• Demonstrates an ability to take a comprehensive approach to insights development, through demonstrating integrated thinking (both behavioural and data).  
• Works with cross functional teams across the business to ensure that the organisation is gathering good quality behavioural information and data; | 3            |
| **3** Solid           | • Leads the business insights strategy for the organisation and makes a significant contribution to the overall marketing and strategic planning process.  
• Promotes the benefits and power of integrated thinking in, problem solving, opportunities development and strategy setting, across the organisation.  
• Is considered highly influential and credible in providing customer, market and business insights (delivered through Integrated Thinking) to inform and improve the quality of decision making across the organisation. | 4            |
| **4** Strong          | • Expert in behavioural information and data; uses to make a strong contribution to the executive team, the board, problem solving and decision-making processes.  
• Ensures that the power and benefits of all relevant information sources, is shared across the organisation and not restricted to marketing.  
• Will seek to influence the organisation’s ICT strategy, to ensure that the organisation has the technical capability to manage and mine big data. | 5            |
| **5** Exceptional     | • Drives the development of an effective analytics strategy across the organisation. Seeks to build a strong information culture, as a key driver for overall business success.  
• Provides clear leadership across the organisation and demonstrates the power of analytics to drive effective problem solving and strategic decision making.  
• Works with the board to drive the development of an effective insights’ strategy across the organisation. Seeks to build a strong information / behavioural and analytics culture as a key driver for marketing and overall business performance. | 6 7          |
## Marketer Competencies

**Brand (Strategy, Development, Managing, Positioning)**

Capacity to develop an effective brand strategy which defines what the brand stands for and sets out the brand’s personality and competitive positioning. The ability to implement the agreed brand strategy, deliver on the brand promise, create brand guidelines, manage the brand’s development, assess brand performance and adapt the chosen strategy as required, to drive business success.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| **Basic** 1         | • Contributes to the development of an effective brand strategy. Makes a strong contribution to the implementation of the agreed strategy.  
• Works to protect the development of the brand and develops clear guidelines and puts in place the required processes to ensure these are followed across the organisation.  
• Identifies the relevant metrics and gathers the required information to assess brand performance. Inputs this information into the marketing and business planning processes. | 1 2 |
| **Developing** 2    | • Develops the required implementation plans to deliver on the required brand positioning and brand promise.  
• Works to manage the development of the brand and executes on the agreed implementation plan to achieve brand management objectives.  
• Ensures that the brand strategy is clearly aligned with the overall marketing strategy. | 3 |
| **Solid** 3         | • Overall marketing responsibility for the effective management of key brands.  
• Makes the business case across the organisation for the overall brand strategy and to ensure that the brand guidelines are supported and followed by the business.  
• Responsible and accountable for brand performance and to ensure that marketing delivers on the agreed brand promise and positioning. | 4 |
| **Strong** 4        | • Develops the brand strategy and ensures that the strategy is closely aligned with the organisation’s business and marketing strategies.  
• Strategic ability to address significant brand challenges. The ability to persuade the executive team to provide the required resources to deliver brand success.  
• Ensures the overall brand strategy can be adapted to reflect changing customer or market conditions and to respond effectively to significant brand performance issues. | 5 |
| **Exceptional** 5   | • Provides the vision and the strategic insights to champion the importance of developing an effective brand strategy, to drive sustainable business success and to create brand equity.  
• Persuades and influences the board and the executive team, of the power of brands, in driving and fostering customer engagement and customer loyalty.  
• Ensures that brand building knowledge, capability and expertise is transferred from marketing to other functions, across the organisation. | 6 7 |
Takes responsibilities for own personal and professional development and seeks to proactively manage and direct own career. Has the ability to coach, motivate and performance manage marketing teams to deliver strong business performance. Seeks to grow the organisation’s marketing capability and puts clear plans in place to manage marketing talent and to ensure strong succession planning and continuity.

• Has good self-awareness and is accountable for their own personal and professional development.
• Can reflect objectively on their own performance and seeks feedback, in order to identify clear development actions.
• Makes available the required tools and training to team members, so that they can successfully complete their marketing roles and achieve business success.

• Encourages marketing team members to develop effective career plans and supports this process by providing regular feedback.
• Ensures that each team member develops good self-awareness and has a good grasp of their relative strengths and weaknesses. Encourages individuals to operate outside their “comfort zone”.
• Provides marketing team members with a mix of challenges within their role, which will play to their relative strengths and will also seek to address development needs.

• Establishes a progressive learning environment within marketing and encourages individuals to learn from their mistakes
• Seeks to broaden the skill sets of high potential marketers, by providing opportunities to work in other parts of the organisation
• Develops new and innovative tools and training in order to improve individual and marketing team performance and encourages the sharing of training and development resources across the organisation.

• Key role in developing the next generation of marketing leaders and will ensure that the business has effective talent management and succession planning strategies in place.
• Develops the organisation’s marketing capability within the team and by hiring external talent as required.
• Makes the business case within the executive team to build strong marketing capability, as a key driver of business success

• Ensures the board gives sufficient attention to succession planning and talent management at all levels across the organisation, and also seeks to build marketing capability.
• Encourages the executive team to deploy high performance managers in ways which create the best business impact and ensures that functional interests, do not prevail.
• Encourages the deployment of successful marketers across the organisation.
• Makes the marketing team a high-performance environment and seeks to persuade the board of the value of continuing to build marketing capability.
Capacity to develop an effective channel management strategy, aligning the organisation’s overall business, marketing and sales strategies. Ensures that there is a clear channel to market for their products and services. Ability to select the most effective channels to promote, sell and distribute the organisation’s products, services and value propositions.

• Contributes to the development of an effective channel strategy and plays a key role in implementing “channels to market” action plans.
• Identifies the most effective channels and partners to best target their chosen customer segments, to address customer needs and to achieve sales and other business objectives.
• Operational responsibility for a specific channel or a group of channel partners. Seeks to build effective and sustainable business relationships with channel partners.

• Develops the marketing plans to direct marketing activity to support and motivate channel partners to promote their products and services.
• Responsible for operational channel marketing and directs particular promotional efforts at specific links in the channels such as distributors, wholesalers or retailers.
• Develops the required marketing communications strategies with channel partners to most effectively communicate with customers and as a result deliver on the organisation’s marketing and sales objectives.

• Develops the overall channel strategy and ensures that the agreed strategy is clearly aligned and supported by the overall marketing strategy.
• Manages key relationships with channel partners and leads key negotiations on behalf of the business and is a key point of escalation in addressing relationship challenges with partners.
• Performance manages channel partners and puts in place clear action plans to address performance issues, in a timely fashion.

• Drives the overall channel management strategy for the organisation and continuously reviews the available channels to market. Considers the relative control or dependency which the business has in relation to its current channel partnership arrangements.
• Makes the most effective use of technology including market analytics and digital marketing to create the most successful channel management strategies for the organisation.
• Ensures that the marketing and channel management strategies are closely aligned to ensure that clear synergies are achieved between the marketing and sales efforts.

• Working with the board and the executive team to ensure an effective channel management strategy that is fully integrated with the overall business strategy.
• Represents the organisation in managing relationships with key strategic partners, including channel partners. Leads negotiations and reaches final agreement to ensure the business has the most effective partners, in their chosen channels.
• Works with the marketing team and other functional managers to build effective channel management expertise within the business.
Ability to develop an effective corporate communications strategy, which ensures that there is clear two-way communication between the business and its key internal and external stakeholders. Ensures that the strategy delivers clear and consistent messaging which is credible, authentic and consistent with the organisation’s values and brand personality. Ability to identify the most appropriate communications mix for each specific audience and to adjust the approach, based on a regular review of the strategy and audience feedback.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| Basic               | • Develops a good understanding of the key elements of corporate communication including overall strategy, media relations, crisis communications, internal communications, reputation management, corporate responsibility.  
• Has developed good operational experience in successfully completing corporate communications campaigns and has the required energy, drive and resilience to overcome operational obstacles in delivering a successful business outcome.  
• Works effectively with key internal stakeholders to achieve clear “buy in” and support for key corporate communications initiatives. | 1 2 |
| Developing          | • A strong understanding of the corporate communications strategy and implementation plans, can make a strong contribution to developing effective communications campaigns.  
• Ability to deliver successful corporate communications campaigns, which achieve their objectives with regard to tone, impact, and the required audience response.  
• Works successfully with internal stakeholders and external communications partners in order to develop highly effective campaigns. | 3 |
| Solid               | • Develops the right strategies to engage with key audiences, such as an effective employee communications strategy or the development of an authentic organisational voice with regard to corporate and social responsibility.  
• Strong ability to identify quality external communications partners and a capacity to effective brief partners and performance manage their outputs.  
• Ensures that outputs from the corporate communications strategy are consistent in messaging and closely aligned with the overall business and marketing strategies. | 4 |
| Strong              | • Can deliver a comprehensive review of the corporate communications strategy, to ensure it is delivering on the required communications and business objectives.  
• Works with the executive team, to promote the value of high impact corporate communications as a means of achieving communication goals and to ensure major reputational challenges are effectively managed.  
• Builds the corporate communications expertise within the marketing function and across the organisation. | 5 |
| Exceptional         | • Highly influential and can gain commitment from the board and the executive team, to provide the required resources to ensure an appropriate corporate communications strategy is in place.  
• Makes the business case for corporate communications initiatives as a means of communicating the organisation’s strategy and to foster good relationships with key stakeholders.  
• Provides assurance to the board, that the organisation’s approach to corporate communication provides a good return on investment and delivers the required business impact. Will also ensure that all corporate communications initiatives are authentic and reflect the organisation’s values. | 6 7 |
### Marketer Competencies

**Digital Marketing** *(Strategy; Capability; Integration)*

Ability to develop, lead and implement a highly effective digital marketing strategy. Uses strong market and customer insights to guide the strategy and deliver high impact digital campaigns. Works with external digital agencies. Strong expertise in the component elements of digital marketing overall and ensures that the approach is consistent and fully integrated into the business and marketing strategies.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Basic</strong></td>
<td>• Develops a strong ability to implement digital marketing campaigns, making a strong contribution as part of a marketing operations team.</td>
<td>1 2</td>
</tr>
<tr>
<td></td>
<td>• Has the energy, drive and resilience to overcome operational obstacles in implementing successful digital campaigns.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Works effectively with key internal stakeholders to achieve “buy in” and support for digital marketing. Seeks to co-ordinate the efforts of the relevant functions within the organisation, to ensure that the digital campaigns achieve their objectives.</td>
<td></td>
</tr>
<tr>
<td><strong>2 Developing</strong></td>
<td>• Strong understanding of the digital strategy making process and makes a strong contribution to the development of successful digital campaigns.</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>• Strong ability to integrate digital marketing with more traditional marketing, in order to deliver the most effective possible approach.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Works with internal stakeholders and external digital partners to develop successful digital marketing campaigns.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Uses marketing analytics and strong customer insights to inform the digital strategy, which delivers high impact campaigns and achieves the marketing and sales objectives.</td>
<td></td>
</tr>
<tr>
<td><strong>3 Solid</strong></td>
<td>• Strong ability to select high quality external digital partners and a capacity to effectively brief partners and performance manage agency outputs.</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>• Ensures that key marketing digital campaigns are closely aligned with marketing strategy and with the overall brand(s) strategy.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Comprehensively reviews each campaign, to assess the marketing and business impacts. Following review, makes the required changes in approach to improve overall business impacts</td>
<td></td>
</tr>
<tr>
<td><strong>4 Strong</strong></td>
<td>• Works with the executive team, to promote the value of successful digital marketing, as a means of driving business growth and achieving clear marketing objectives.</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>• Builds digital marketing capability, by transferring skills and expertise to team members and also by bringing in additional talent, as required.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Creativity and digital expertise to inspire ideas generation and to motivate external digital partners to excel in their quality and impact</td>
<td></td>
</tr>
<tr>
<td><strong>5 Exceptional</strong></td>
<td>• Highly influential and persuasive with the board and the executive team, to provide the required resources to fund an effective digital marketing strategy.</td>
<td>6 7</td>
</tr>
<tr>
<td></td>
<td>• Makes the business case for key digital marketing campaigns as a means of driving sales, customer loyalty and brand equity.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Provides evidence to the board, that the digital strategy represents a good return on investment and delivers the required business impact.</td>
<td></td>
</tr>
</tbody>
</table>
Ability to develop successful marketing campaigns and lead and guide implementation. Uses strong market and customer insights to inform strategy and to deliver high impact campaigns. Works well with external agencies to develop highly creative campaigns. Strong expertise in the key campaign elements, including: analytics, research, brand development, advertising, digital marketing, sponsorship, promotional activities, direct marketing and consumer PR. A strong marketing communications capability and an ability to develop the best approach to effectively communicate to customers and other key audiences.

### Marketer Competencies

**Marketing Campaigns** *(Communications, Advertising, Brand)*

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| 1 Basic             | • Develops a strong ability to implement successful marketing campaigns, making an impactful contribution as part of a marketing team.  
• Energy, drive and resilience to overcome operational obstacles to implement successful marketing campaigns, which deliver clear results.  
• Works effectively with key internal stakeholders to achieve "buy in" and support for key marketing initiatives. Seeks to co-ordinate the efforts of the relevant functions, to ensure each campaign deliver strongly for the business. | 1 2 |
| 2 Developing        | • Develops a good understanding of the marketing communications process and can make a strong contribution to the development of highly effective campaigns.  
• Has a strong ability to deliver highly successful marketing campaigns, which are high impact, high quality, delivered on time and within budget.  
• Works effectively with internal stakeholders and external creative partners in order to develop highly effective campaigns. | 3 |
| 3 Solid             | • Strong ability to select high quality external creative partners and a capacity to effective brief partners and performance manage external agency outputs.  
• Ensures that key marketing campaigns are closely aligned with the marketing strategy and with overall brand strategy.  
• Comprehensively reviews each campaign to assess its marketing and business impacts. Following review, makes the required changes in approach to improve overall impacts. | 4 |
| 4 Strong            | • Works with the executive team, to promote the value of high impact marketing campaigns as a means of driving business growth and success.  
• Builds the creative and marketing communications expertise, by transferring skills and expertise to team members and also by bringing in external talent, as required.  
• The creativity and campaign expertise to inspire the internal ideas development process and to motivate external creative partners, to deliver high quality campaigns. | 5 |
| 5 Exceptional       | • Can persuade the board and the executive team, to provide the necessary resources to fund the overall strategy and to produce high quality campaigns.  
• Makes the business case for key marketing campaigns as a means of driving sales, growing customer loyalty and building brand equity.  
• Provides assurance to the board, that the campaign development process, provides a good return and delivers the required business impact. Ensures that each campaign reflect the organisation’s values and comply with all relevant regulation. | 6 7 |
Ability to develop an effective new product development (NPD) strategy for the business. Capacity to create an effective NPD process to generate a range of products, services and value propositions, consistent with overall business and marketing strategies. Ensures that the organisation’s overall product and service offerings, delivers on the brand promise and an excellent customer experience. The capacity to make the organisation’s product and service range, a key point differentiation and competitive advantage.

- Good understanding of the new product development strategy and can make a strong contribution to the NPD process,
- Develops a good understanding of the market and can analyse and interpret key trends with regard to competitor product offerings and emerging customer/market trends.
- Can use market analytics and customer insights (research) as a means of guiding and informing the NPD process.
- Puts in the place the required processes to review the performance of the organisation’s current portfolio of brands, products, services and values propositions.
- Develops and implements a clear set of annual NPD priorities, based on the NPD strategy and the performance of the current product and service portfolio.
- Undertakes ideas generation exercises, across the business and uses these to feed into the NPD process and to achieve organisational buy in.
- Influences key stakeholders across the organisation to support the NPD strategy and the current NPD priorities
- Acts as a role model for innovation within marketing and across the organisation and will seek to challenge more traditional approaches to NPD.
- Effectively manages complex projects to develop new products, service and value propositions and can draw together a range of cross-functional elements.
- Champions a culture of continuous improvement and innovation with regard to new product development.
- Works with the executive team to achieve cross-functional support, commitment, enthusiasm and energy for new product development.
- Strong strategic customer insights, which are used to direct and guide the overall NPD strategy.
- Leads the innovation and new product development process, across the organisation.
- Will work with the board to ensure that the organisation invests in research and development and the NPD process.
- Will review the overall effectiveness of the NPD strategy and implementation process, to accurately assess overall business impact, return on investment and other value add.
Has a clear understanding of the organisation’s vision, strategy and the key strategic drivers of growth. Can use these insights to realise organization objectives and to achieve business results. Takes a broad view of the organisation and its business and has a deep understanding of its internal and external operating environments. Brings clear strategic thinking to such issues as; industry trends, the competitive environment, market and customer opportunities, emerging technology and effective stakeholder management. Can link the organisation strategy to day to day outputs and key operational deliverables.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| Basic      |          | • Basic understanding of overall organisation strategy and the marketing strategy and goals.  
• Understands how their own role contributes to the strategy overall and understands the key drivers to success within the business.  
• Uses their understanding of the big picture, to focus effort and prioritise their own outputs and those of the marketing team. | 1 2 |
| Developing |          | • Shows good awareness of the key sectoral, business and competitive trends and inputs these into the marketing planning process.  
• Analyses and pinpoints the critical issues, avoids being bogged down in detail and uses these clear insights to contribute to strategic thinking across the business.  
• Works with the marketing team to build their strategic capabilities and use this to guide and direct the strategic marketing planning process and to inform business planning. | 3 |
| Solid      |          | • Ensures that the marketing team goals are clearly aligned to overall strategy and helps team members prioritise key activities in line with overall business objectives.  
• Understands, interprets and acts on key business and customer trends and feeds these insights into the development and review of business and marketing strategies.  
• Understands the organisation’s mission, strategy, strengths and weaknesses and can identify key strategic threats and opportunities for the business. | 4 |
| Strong     |          | • Builds strategic perspective within the marketing team and ensures that key marketing initiatives are clearly aligned to overall business strategy.  
• Ensures that the marketing strategy planning process is sufficiently responsive to adapt to changing customers, competitor and the market behaviours and emerging trends.  
• Uses their expertise in relation to strategic marketing to make a strong contribution to executive team problem solving and decision-making processes. | 5 |
| Exceptional|          | • Works with the board and the executive team to provide strategic leadership across the organisation.  
• Works with cross functional teams to translate overall business strategy into specific goals, objectives and responsibilities. Ensures that short and long-term objectives are clearly identified, priorities are clearly identified and performance managed.  
• Ensures that the marketing strategy planning process is sufficiently responsive to adapt to changing customers, competitors and the market behaviours and emerging trends. | 6 7 |
Marketer Competencies

**Research (Analysis, Customer Insights)**

Ability to use high quality customer, market information and analytics, to develop key customer and market insights. The use of such insights, to inform and guide overall business and marketing strategies. Capability to use relevant customer metrics such as, satisfaction, engagement and consumer behaviors, to evaluate the overall success of the marketing strategy and to guide new product development efforts.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| 1 Basic             | • Uses organisation’s information systems and external customer and market information sources to develop customer, service and market insights.  
• Uses this information, insights and research to guide the marketing planning process, help to segment the market and to inform, customer promotional and brand communication.  
• Understands the range of metrics used to measure value and effectiveness. Can use analytics and tailored research, to review the effectiveness of key marketing activities. | 1 2          |
| 2 Developing        | • Develops and implements an effective research strategy, which guides and directs the strategic marketing planning process and to inform business planning overall.  
• Commissions research from external agencies to address information gaps and provide the fullest picture possible. Reviews the performance of external research agencies to ensure that the research budget is deployed to best effect.  
• Contributes to the marketing planning process, using high quality market and customer information, gleaned from analytics and key additional research inputs. | 3            |
| 3 Solid             | • Leads the research strategy for the organisation and makes a significant contribution to the marketing and strategic planning processes.  
• Makes the business case to the executive team and the board to make the required investment in order to implement the agreed research strategy.  
• Highly influential and credible in providing customer and market insights to inform and improve the quality of decision making, across the organisation. | 4            |
| 4 Strong            | • Expertise in research and makes a strong contribution to executive team and board, problem solving and decision-making processes.  
• Influences the organisation’s ICT strategy, to ensure that the organisation has the ability to manage and mine big data.  
• Strongly supports the organisation’s capacity to implement its research strategy. Ensures the overall strategy, meets the business’s strategic information needs. | 5            |
| 5 Exceptional       | • Works with the board to drive the development of a successful research strategy across the organisation. Seeks to build a strong information, analytics and research culture as a key driver of effective marketing and business planning.  
• Achieves board level commitment to an effective business planning strategy, underpinned by a strong approach to research, which delivers the required customer and market insights.  
• Provides clear leadership across the organisation and demonstrates the power of effective research to appropriately drive problem solving and strategic decision making. | 6 7          |
Marketer Competencies

**Customer Centricity** *(Expectations, relationships, data)*

Has a clear focus on meeting the evolving needs of customers. Develops a customer experience which is consistent with the brand positioning, promise and values. Drives customer loyalty and satisfaction. Seeks to develop long-term and sustainable (profitable) customer relationships, using customer data and insights to better understand customer priorities and needs and deliver the possible customer experience.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| **1 Basic** | • Understands the customer experience within the business and contributes to marketing plans which delivers on the experience.  
• Understands the need to have strong customer insights as a key foundation of an effective business and marketing planning process.  
• Able to identify key internal consumers and other important stakeholders for marketing, across the organisation. | 1 2 |
| **2 Developing** | • Understands the needs of customers and seeks to ensure that marketing develops products, services and other value propositions which best address those needs.  
• Seeks to track customer perceptions at all relevant touch points and input into operational marketing plans.  
• Works collaboratively with internal customers and other key stakeholders across the business. | 3 |
| **3 Solid** | • Develops and implements marketing strategies which demonstrate a clear understanding of customer needs. Uses customer insights to drive key marketing initiatives, such as, new product development, proposition development, pricing and product/service delivery.  
• Ensures that customer insights and strategic marketing insights are key elements, to influence the development of the organisation’s overall strategy.  
• Works with cross functional teams to ensure that the organisation delivers on its service commitments and overall customer experience. | 4 |
| **4 Strong** | • Becomes a role model in championing the customer across the organisation as a key driver of sustainable competitive advantage.  
• Seeks to build long-term customer satisfaction as a key driver of customer loyalty and sustainable (profitable) customer relationships.  
• Promotes the value of effective customer information analysis and an effective CRM strategy across the business, as important contributors to sales and service success. | 5 |
| **5 Exceptional** | • Is expert in providing strategic customer insights to the board and in guiding business strategy. Promotes customer focus as a key business strategy, across the organisation.  
• Leverages breakthrough thinking regarding customer focus, from other sectors and industries.  
• Champions customer focus as a key driver of business success with key external stakeholders including strategic partners.  
• Works with the board and executive team to develop a strategic view of the desired customer experience, as a primary driver of sustainable commercial success. | 6 7 |
Collaborating, influencing, leading, communicating, negotiating; all activities that have people at the core. Focusing on the competencies highlighted in this section will give you a deep understanding of the range of people and leadership practices that you and your team will need to be effective. They are relevant to any role, in any industry.

Building on your people competencies will enable you to make an impact and develop capability in your team and across your organisation.
Marketer Pathways

People Competencies

1. **Communication & Interpersonal Skills** (Credible; Impactful) 00
2. **Conflict Management** (Connect; Collaborate) 00
3. **Developing People** (Coaching; Motivation) 00
4. **Influencing** (Win Commitment; Persuade; Ownership; Managing Upwards) 00
5. **Leadership** (Inspiring; Pioneering; Clear Vision) 00
6. **Negotiation Skills** (Listening; relationship building) 00
7. **People Management** (Coaching and Development) 00
8. **Relationship Management** (Sustainable; Effective Relationships) 00
9. **Resilience** (Overcomes Obstacles; Bounce Back from Setbacks) 00
10. **Team Building** (Collaborative; Team player; Work effectively with Peers) 00
# People Competencies

**Communication & Interpersonal Skills** *(Credible; Impactful)*

Makes a strong interpersonal impact and is credible with key audiences. A strong communicator, who will successfully represent the organisation with key stakeholders and strategic partners. Demonstrates active listening and can adapt and tailor their communications style to different audiences and situations. Has good awareness of their own interpersonal style and understands how their style will impact on others.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| **1** Basic         | • Communicates with a high degree of enthusiasm and energy and can adapt their style to different people and situations.  
                      • Actively listens to others without pre-judging the other perspective and is articulate in expressing their own views.  
                      • Appreciates the importance of keeping people fully informed and will check for understanding, before proceeding. Understands the value of two-way communication. | 1 2 |
| **2** Developing     | • Skilled communicator, is well prepared and makes well-reasoned arguments.  
                      • Gathers the relevant evidence and will use the weight of relevant facts and information to successfully persuade others and to communicate effectively.  
                      • Can raise potential issues and express their own views in a constructive and assertive manner. Understands that their tone is as important as the message. | 3 |
| **3** Solid          | • Strong communicator within the marketing function, is seen as credible and makes a good impact, with key audiences.  
                      • Strong interpersonal impact and an accomplished communicator, influencer and negotiator, anticipates the reaction of others and adapts their style accordingly.  
                      • Manages difficult business relationships by having an open communication style, avoiding surprises and by keeping key people fully informed on important issues. | 4 |
| **4** Strong         | • Cool and calm under pressure and can strongly represent the organisation during times of crisis or serious business challenge. Will not be intimidated by having to deal with the media in difficult circumstances for the business.  
                      • Can effectively represent the organisation with customers and important stakeholders (such as regulatory bodies), where there is a need to rebuild trust and confidence.  
                      • Communicates with tact, diplomacy and empathy and is seen as authentic in how they communicate. Demonstrates resilience when dealing with persistent confrontation. | 5 |
| **5** Exceptional    | • Uses excellent communication skills to take a prominent role in leading major organisational initiatives and has the credibility and interpersonal impact to enlist support internally and externally.  
                      • Represents the organisation and can be a “public face” for the business, with key external audiences, such as the media, government departments and regulatory bodies.  
                      • Excellent communicator who will strongly advocate on behalf of the organisation with key external stakeholders and with strategic partners. | 6 7 |
People Competencies
**Conflict Management** (Connect, Collaborate)

Ability to effectively manage conflict within their own team and across the organisation. Understands the benefit of not allowing conflicts to fester and escalate into significant business challenges. Seeks to foster a culture of mutual respect and trust and ensures that business discussion and debate does not turn into personal conflict. Recognises the benefits of having an open and honest organisation culture, which avoids personal conflict.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| 1 Basic             | • Effective team player, whose preferred style is to be collaborative. Sees the benefit of the collective, in developing a shared sense of purpose and in ensuring that personal objectives are aligned to team goals.  
• Contributes to an open and honest communication style within the team and views constructive challenge and questioning as a means of ensuring team success.  
• Works as a part of the team in resolving interpersonal conflict within the team and with individuals in other functional areas. |
| 2 Developing        | • Ability to resolve conflicts by identifying the root cause of the problem and in seeking to find a clear course of action, to which both parties will commit.  
• Support individuals within the team, to anticipate and resolve interpersonal conflicts with other stakeholders.  
• Encourages team members to speak to others, when initial tension or conflict emerges, as a way to prevent the matter festering or escalating out of control. |
| 3 Solid             | • Works to ensure that team members interact constructively with internal and external stakeholders. Emphasises the need for the marketing team to invest time and energy in nurturing and managing key business relationships.  
• Encourages the marketing team to seek support and advice from peers and other colleagues, in order to best manage challenging or contentious business relationships.  
• Following an agreed resolution to a conflict, will monitor subsequent behaviour to ensure that all parties adhere to the agreed course of action. |
| 4 Strong            | • Works with the executive team to provide conflict resolution guidance across the organisation, to resolve disputes with key stakeholders and strategic partners.  
• Represents the organisation in negotiating a sustainable resolution to resolve major business disputes or conflicts.  
• Promotes the value of avoiding litigation where possible and recognises the benefits of exploring alternative dispute resolution mechanisms. |
| 5 Exceptional       | • Fosters a culture that promotes speedy identification and resolution of potential conflicts.  
• Works with senior managers to anticipate, diffuse and mitigate potential conflicts, without stifling the constructive challenge and openness, required for business success.  
• Builds the organisation’s conflict resolution capability by ensuring that there are appropriate policies and clear expectations of behaviour, in place. |
People Competencies

Developing People (Coaching; Motivation; Talent Management)

Ability to develop other people, within their own team and across the organisation. Provides a learning environment for all employees, encouraging an understanding of their role and how it fits within the business. Carry out regular assessments of the team's skills set, to determine training and development needs. Ensures each employee takes personal ownership of their own development agenda, with the support of their manager.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| **1 Basic** | • Encourages colleagues to reflect on their own performance and to identify development lessons, to be applied in the future.  
• Provides constructive feedback to colleagues, is innovative in identifying new ways to build own skill set.  
• Provides support for new team members, ensures each has a clear understanding of their role and how marketing supports the business. | 1 2 |
| **2 Developing** | • Encourages others to develop an effective career plan and provides regular feedback. Encourages each team member to operate outside their "comfort zone".  
• Ensures that each team member develops self-awareness and has a good grasp of their relative strengths and weaknesses in a work environment.  
• Provides the team with a mix of challenges within their own roles, which will play to their relative strengths and also seek to address their development needs. | 3 |
| **3 Solid** | • Establishes an open learning environment within own team and across the organisation. Encourages others to learn from their mistakes. Develops new and innovative development tools and training in order to improve individual and team performance.  
• Uses training resources to optimal effect and will seek to correctly prioritise the allocation of limited resources to maximise business impact and build relevant skill sets. | 4 |
| **4 Strong** | • Plays key role in developing the next generation of leaders for the business and ensures there are effective talent management and succession planning strategies in place.  
• Grows marketing capability within the team and also by recruiting external talent as required. Ensures there is a clear succession plan in place, which facilitates continuity.  
• Champions the development of people, with the executive team, as a key driver of business success and a likely basis of competitive advantage. | 5 |
| **5 Exceptional** | • Ensures that the board gives sufficient intention to effective succession planning and talent management at all levels across the organisation.  
• Encourages the executive team to deploy high performance managers to have the best business impact and ensures that a "silos mentality" does not prevail.  
• Encourages the board to invest in people development as the basis of competitive advantage and to develop a continuous learning environment, across the organisation. | 6 7 |
People Competencies

**Influencing Skills**

(Win Commitment; Persuade; Ownership; Managing Upwards)

Capacity to be highly influential and credible with key internal and external stakeholders. Has a clear ability to adapt influencing style to different people and to difficult and complex situations. Has good self-awareness and is clear on how influencing style impacts on others and seeks to optimise the approach to achieve a “win win”, for all parties.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Basic</strong></td>
<td>• Considers the options and alternatives on which opinions might be sought and when presenting their views will show awareness of their own impact on others.</td>
<td>1 2</td>
</tr>
<tr>
<td></td>
<td>• Actively listens to others without pre-judging the other perspective and is articulate in expressing their own views.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Communicates with a high degree of enthusiasm and energy and can adapt their style to different people and situations.</td>
<td></td>
</tr>
<tr>
<td><strong>2 Developing</strong></td>
<td>• Raises potential issues and expresses their own views in a constructive and assertive manner.</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>• Confident and skilled communicator who is well prepared and makes well-reasoned arguments.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Gathers the relevant evidence and will use the weight of the relevant facts and information to seek to effectively persuade others.</td>
<td></td>
</tr>
<tr>
<td><strong>3 Solid</strong></td>
<td>• Considered highly influential within the marketing function and is seen as credible in their own area of expertise.</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>• Strong interpersonal impact and an accomplished influencer and negotiator, who can anticipate the reaction of others and will adapt their style accordingly. Can identify “emotional” objections, to reaching agreement and seeks to understand the root cause.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Credible and highly influential across the organisation and will seek to persuade and influence others using the available evidence and in presenting a credible case.</td>
<td></td>
</tr>
<tr>
<td><strong>4 Strong</strong></td>
<td>• Highly credible and influential within the executive team, with the board and also with external key stakeholders and other strategic partners.</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>• Leads significant negotiations on behalf of the organisation and anticipates the main obstacles to agreement and will identify solutions, to reach agreement.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Applies an understanding of the power relationships in an organisation and considers the viewpoints of others, to anticipate the strength of their case, needs and likely reactions.</td>
<td></td>
</tr>
<tr>
<td><strong>5 Exceptional</strong></td>
<td>• Strongly supports the board in the development of organisation strategy and will be highly credible and influential with the board and other key stakeholders.</td>
<td>6 7</td>
</tr>
<tr>
<td></td>
<td>• Represents the organisation in the public arena and is a highly influential with key external audiences including the media, government departments and regulatory bodies.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Uses their influencing ability to take a prominent role in leading major organisational initiatives and will use their personal impact to enlist support internally and externally.</td>
<td></td>
</tr>
</tbody>
</table>
05

People Competencies

**Leadership** *(Inspiring; Pioneering; Clear Vision)*

Ability to provide overall direction within own area of responsibility and over time across the organisation. Can clearly articulate the organisation’s vision, mission and strategic goals and makes practical links between organisation strategy and the commercial and marketing objectives of the business. An excellent capacity to motivate others and can foster strong commitment, based on their own enthusiasm, drive and credibility. Provides clear leadership, particularly during times of crisis, challenging market conditions or in times of significant change. Will lead by example, be an exemplar of organisation values and will foster a high-performance culture, as a key driver of long-term sustainable growth.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| **Basic**           | • Displays a strong positive attitude to their work and ensures own personal goals are clearly aligned with team objectives.  
                      • Acts as a role model for the organisation’s values and will set an example for others, by being accountable and demonstrating a strong commitment to getting the job done.  
                      • Seeks to connect the team’s objectives with overall organisation’s strategy and will use these connections to motivate others and gain strong commitment within the team. | 1 2 |
| **Developing**      | • Leads by example and acts as a role model to ensure that ambitious business objectives are achieved, in an ethical manner in line with organisation values.  
                      • Capacity to lead and motivate the team particularly in difficult and challenging situations. Calm under pressure, can instill confidence and resiliency within the team.  
                      • Fosters a high-performance culture within the team by setting clear expectations and providing the required supports to ensure others excel. | 3 |
| **Solid**           | • Highly effective leader both in marketing and across the wider organisation and provides a clear sense of direction with the business.  
                      • Strong presence and highly influential in enlisting support for major initiatives across the organisation and with key external stakeholders.  
                      • Provides practical leadership focused on clear business objectives during challenging times for the organisation. | 4 |
| **Strong**          | • Provides clear leadership within the organisation in developing effective business and marketing strategies. Makes others feel empowered and highly motivated.  
                      • Takes on additional leadership responsibilities and can effectively guide the business through complexity and periods of ambiguity and uncertainty.  
                      • Highly effective decision maker, who will demonstrate confidence in challenging situations and be clearly accountable for their own actions. | 5 |
| **Exceptional**     | • Creates a compelling vision for the business, is a strong leader and is highly credible with key external stakeholders.  
                      • Provides overall direction to the organisation and strongly supports the executive team in the achievement of key business objectives.  
                      • Fosters a strong sense of ownership and accountability for organisation performance. Will step forward during challenging times and will address difficult issues openly and honestly, taking a firm stand when necessary. | 6 7 |
A highly effective negotiator, with the ability to adapt and adjust their approach, to take account of different people and more difficult and complex situations. Involves the ability to work towards win-win outcomes, as the basis of developing sustainable and long-term working relationships with key internal and external stakeholders.

- Has a sound understanding of negotiation and has an ability to develop empathy with others, as an effective means of establishing a successful negotiating approach.
- Prepares well in advance and seeks to anticipate the other party’s negotiation position and is clear on the organisation's key objectives in the negotiation.
- Effective listening skills and can take on board differing points of view, as a means of developing mutual understanding and in identifying the best possible outcome.

- Within the team, seeks to foster an effective approach to both internal and external negotiations. Seeks to avoid “win lose” outcomes or outcomes which do not take account of broader organisation goals.
- Coaches team members to develop an effective negotiation style, as a means of developing sustainable relationships with key stakeholders.
- Ensures that the marketing team negotiates on the basis of good quality information, collected from both parties and seeks to avoid entrenched positions or personal bias.

- Effective negotiation to achieve peer and organisational “buy in” to the overall marketing strategy and to key marketing initiatives.
- Works with the executive team to effectively negotiate the required resources for implementation of the agreed strategy.
- Works with cross functional teams to negotiate effective solutions to difficult organisational and business challenges.

- Works with the executive team to ensure that the organisation has a strong negotiation capability, as a means of achieving the best possible outcomes from key negotiations.
- Represents the organisation in key negotiations with external stakeholders and other strategic partners. Brings expertise to the process and achieves strong outcomes.
- Transfers negotiation skills, knowledge and expertise to peers and high potential managers in order to build negotiation capability, across the business.

- Highly evolved negotiation style and has a broad range of skills required to adapt their approach, when they encounter intractable problems, or difficult and complex situations.
- Represents the board and the executive team in high level negotiations with key external stakeholders, such as government departments and regulatory bodies.
- In crisis negotiations, has the ability to take a tactical step back from the negotiation process, while staying focused on the overall objective. Can retain the required emotional distance to avoid being affected by interpersonal conflicts that can arise.
Effectively manages people and can balance a clear task focus with an effective people management style. Will seek to understand what motivates individual team members and understands what “makes them tick”. Fosters a high-performance culture while growing marketing and business capability. Supports individual team members to be personally accountable for their own development; coaches team to drive personal development by providing regular and actionable feedback. Effective approach to talent management and will ensure clear succession plans are in place.

- Takes responsibility for own personal and professional development and will seek out opportunities to develop and grow own skills and abilities.
- Works collaboratively with others, is confident in own ability and will be comfortable sharing information, insights, knowledge and experience with others.
- Open to development and learning and will seek feedback on own performance from others.

- Manages teams, setting clear objectives, managing performance and effectively coaching team members by providing clear feedback.
- Evolves and develops own people management style, being able to adapt the approach taken to more complex and difficult people management situations.
- Fosters a strong quality and performance culture and actively seek opportunities to drive improvements.

- Actively manage issues of poor individual performance. Will work one to one with the person, to identify the root cause. Identifies a clear action plan to address and gain a clear commitment from the person concerned.
- Ensures that the marketing team objectives are clearly aligned with organisation strategy and that stretch marketing objectives are set, with clear performance expectations.
- Effectively leads the team, in times of crisis or ambiguity, by providing clear leadership and direction and empowering individuals to make key decisions and to be accountable.

- Accomplished and highly experienced people manager with a strong ability to manage large and diverse teams across different business functions.
- Does not avoid difficult people management situations and will not ignore issues which could derail the team or impact team morale or the business.
- An effective coach, who can apply these skills to motivate others and to obtain and provide feedback, both formally and informally.

- A clear leader and is a highly accomplished people manager, acting as a role model to other managers in directing and managing high performance teams.
- Works with the board and the executive team to ensure that the organisation effectively manages its people to ensure that there are high levels of engagement and performance.
- An excellent people manager, with a strong capacity to manage talent, who makes the business a highly attractive place to work, for high performance professionals.
People Competencies

**Relationship Management** *(Sustainable; Effective Relationships)*

Ability to forge sustainable business relationships and create powerful networks which deliver business results. Identifies key internal and external stakeholders and will seek to build effective relationships through strong communication skills and a collaborative influencing style. Develops successful cross functional relationships and can harness discretionary effort to deliver key organisational objectives and to overcome resistance to change.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
</table>
| 1 Basic             | • Avoids being insular and will seek to develop effective working relationships across key functions within the business.  
 • Uses cross functional networks to obtain “buy in” and to ensure the successful implementation of key marketing initiatives.  
 • Operates cross functional relationships on a “win win” basis, in order to build mutual trust and respect.                                                                                                                                                                                                                                                                                     | 1 2          |
| 2 Developing        | • An effective project and team manager, who can attract additional resources by leveraging cross functional resources within a matrix management organisation.  
 • Uses key relationships to make an effective case of additional resources.  
 • Collaborates effectively with other functions and seeks to align their priorities, with marketing team objectives and overall organisational goals.                                                                                                                                                                                                 | 3            |
| 3 Solid             | • Uses key internal relationships to build support and confidence for the overall marketing strategy and for key elements of the marketing implementation plan.  
 • Strong interpersonal skills and uses these to build highly effective relationships, fosters resilience and builds morale, across the business.  
 • Uses relationship skills to successfully lead cross functional teams, to deliver key projects, by obtaining strong support and effectively managing resistance and possible conflict.                                                                                                                                                         | 4            |
| 4 Strong            | • Uses high quality working relationships to gain widespread support for innovation and to advocate for major change.  
 • Strongly represents the organisation by fostering highly effective relationships with key external stakeholders. Communicates effectively with key audiences and seeks to anticipate potential problems and obstacles to progress.  
 • Has the credibility and organisational knowledge to lead and sponsor large complex projects and can foster strong organisation wide support.                                                                                                                                                                      | 5            |
| 5 Exceptional       | • Creates a strong professional relationship between the board and the executive team. Fosters a culture of openness and candor in the best interests of the organisation.  
 • Uses external relationships to identify strategic opportunities for the organisation, which can drive long-term business success.  
 • In a regulated environment, has effective working relationships with industry regulators and can negotiate effectively in times of increased regulatory activity.                                                                                                                                                                         | 6 7          |

The Marketing Institute of Ireland
People Competencies  
**Resilience** (Overcomes Obstacles; Bounces Back from Setbacks)

Capacity to remain calm under pressure and to maintain perspective when faced with significant obstacles and challenges. Uses previous experience to navigate their way through unfamiliar, difficult and challenging situations. Capacity to bounce back from serious professional setbacks. Fosters a resilient culture within the team and across the organisation, based on how they react and behave in challenging circumstances.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Basic</strong></td>
<td></td>
<td>1 2</td>
</tr>
<tr>
<td></td>
<td>• Capacity to be personally resilient and can keep both success and disappointments in perspective and realistically assess the situation.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Ability to bounce back from setbacks, to learn from the experience and take on board the necessary learning.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Recognises the need to correctly diagnose significant work problems, to take timely action, avoid procrastination and prevent the situation from spiraling out of control.</td>
<td></td>
</tr>
<tr>
<td><strong>Developing</strong></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>• Fosters resilience within the marketing team, by keeping setbacks in perspective and encouraging the team, to take the learning and put the situation behind them.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Tenacious and ambitious on behalf of the organisation and will view obstacles and setbacks, as a routine part of taking risk and pushing the boundaries.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Coaches and leads the team to maintain balance and perspective in the face of unexpected challenges, guides them to adapt their approach, as the situation demands.</td>
<td></td>
</tr>
<tr>
<td><strong>Solid</strong></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>• Strong ability to maintain focus, pace and energy in developing strategy and in implementing key marketing initiatives. Is adaptable and resilient in facing challenge.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Fosters innovation and risk taking within the marketing team, expects individuals to learn from their mistakes, avoid a “blame” culture and build resilience.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Coach team managers to foster resilience among their direct reports, encourages team members to keep setbacks in perspective, as a means of building confidence.</td>
<td></td>
</tr>
<tr>
<td><strong>Strong</strong></td>
<td></td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>• Strong leader, is highly influential and credible. Takes a leadership role in challenging situations and is tenacious and resilient in reaching a satisfactory conclusion.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Acts as a role model for the rest of the organisation and will be perceived as calm under pressure and maintains composure in challenging situations.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Constructive, positive and focused on effective solutions, when faced with significant business challenges.</td>
<td></td>
</tr>
<tr>
<td><strong>Exceptional</strong></td>
<td></td>
<td>6 7</td>
</tr>
<tr>
<td></td>
<td>• Works with the board and the executive team to build resilience, as a means of creating a tenacious and entrepreneurial culture, within the business.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Encourages the board and the executive team, to be resilient in the face of adversity, by ensuring a culture of mutual respect and trust between both teams.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Creates a ‘can do’ culture and seeks to build a capacity to anticipate significant business challenges and develop the necessary contingencies, to build organisational resilience.</td>
<td></td>
</tr>
</tbody>
</table>
An effective team player with a collaborative style. Is a natural team builder, who supports the development of individual team members. Proactively contributes to the team, seeks out contributions and opinions and builds on these contributions. Develops high performing teams, creates a shared purpose, delegate effectively and is comfortable delivering success through others.

<table>
<thead>
<tr>
<th>Competency Evidence</th>
<th>Indicative Behaviours</th>
<th>Career Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Basic</strong></td>
<td>• Effective team player, is comfortable operating in this environment and actively contributes with knowledge, opinions and a strong commitment to team objectives.</td>
<td>1 2</td>
</tr>
<tr>
<td></td>
<td>• Establishes effective working relationships within the team and with others across the organisation and can work well in multi-disciplinary teams.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Preferred work style is to collaborate with others and enjoys being part of a team and sees the benefit in working with others to solve complex and challenging business issues.</td>
<td></td>
</tr>
<tr>
<td><strong>2 Developing</strong></td>
<td>• Works continuously to build team capabilities and create the required skills sets. Works with team members to ensure each has their own professional development plan.</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>• Ensures that new members are effectively integrated into the team and each has a clear overall direction, linked to individual and team objectives.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Provides clear leadership and encourages others within the team to take opportunities both formally and informally, to develop their own leadership skills.</td>
<td></td>
</tr>
<tr>
<td><strong>3 Solid</strong></td>
<td>• Builds highly successful and effective marketing teams with an ability to lead cross functional project teams.</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>• Highly motivational team builder and ensures that the contribution of team members is clearly recognised.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Fosters a strong collaborative culture and encourages information sharing, peer to peer feedback, candor and constructive challenge, within the team.</td>
<td></td>
</tr>
<tr>
<td><strong>4 Strong</strong></td>
<td>• Creates a number of high performance teams across different parts of the organisation. These teams are largely achievement focused, largely autonomous and self-managed.</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>• Highly experienced team manager and makes a strong overall business and marketing contribution to the executive team and across the organisation.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Uses their team building capability to ensure that team conflict is effectively addressed, ensuring the cause is identified and specific issues are addressed in a fair manner.</td>
<td></td>
</tr>
<tr>
<td><strong>5 Exceptional</strong></td>
<td>• Works effectively with the board and the executive team to ensure that the organisation has a strong team building capacity.</td>
<td>6 7</td>
</tr>
<tr>
<td></td>
<td>• Coaches high potential managers in the organisation to create high performance teams and ensures there is effective talent management and succession planning.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Works with key internal stakeholders and external strategic partners to create teams which can drive transformational change.</td>
<td></td>
</tr>
</tbody>
</table>