

## EMERGING LEADERS SELECTION COMPETENCY FRAMEWORK



CONNECTING LEADERSHIP WITH SUCCESS

COMPETENCY CLUSTER HEADING	BEHAVIOUR INDICATOR
<p><b>Understands the Wider Context</b> Steps back, sees the wider context and bigger picture, whilst also getting the immediate task done</p>	<p>Stops to think about and prepare for the future Balances strategic vision against the demands of immediate operational challenges Keeps abreast of developments both in, and beyond, the road sector Identifies immediate and long-term resource needs</p>
<p><b>Ability to Prioritise</b> Knows what is important and what is not; understands that there is not time to do everything</p>	<p>Considers overall goals and stakeholder demands, then decides what to do and what not to do Uses information to plan and prioritise in order to meet deadlines and overcome problems Identifies the critical point by when decisions must be made Balances conflicting agendas and priorities</p>
<p><b>Hunger to Learn</b> Has a hunger to learn, achieve, and improve collectively</p>	<p>Strives to learn and improve things for the overall success of the business Goes out of the way to put themselves into new situations in order to learn and enhance their own skills Actively embraces new approaches and technology in order to improve performance Encourages and supports the learning and development of others</p>
<p><b>Versatile in Communication</b> Able to work with, and communicate with, people at all levels</p>	<p>Is able to creatively tailor the content and delivery of communications for different audiences Demonstrates understanding and respect of different views and perspectives Is at ease with, and interacts well, with people at all levels Encourages and enables others to talk with openness and honesty</p>
<p><b>Listens well and takes time to understand situations</b> Does not jump straight to solutions</p>	<p>Sees behind what is going on to identify the dynamics of a situation, process or problem Checks underlying evidence, data and assumptions before drawing conclusions Actively listens to a diverse range of people opinions and non-verbal signals Encourages teamwork to resolve business problems</p>
<p><b>Self-aware</b> Confident yet humble. Able to critically self-reflect</p>	<p>Takes responsibility for own actions and decisions Recognises when unable to cope and asks others for help Looks equally at self and others when considering how to improve Is aware of the thoughts, feelings and behaviours of self and others and the impact of these</p>
<p><b>Resilient</b> Tenacious, performs well under pressure</p>	<p>Able to manage and sustain own energy and well-being when under pressure for long periods Remains strong and focussed under pressure, whilst showing humility and accepting help Uses challenging situations or failures as opportunities to learn and improve Shows concern for others and builds resilient teams</p>
<p><b>Has a positive attitude</b> Recognises the existence of problems, focuses on how to solve them</p>	<p>Focuses on how to achieve the desired results despite any difficult challenges Good at finding ways of tackling situations they haven't seen before Uses initiative and creativity to solve problems, weighing up the pros and cons Actively supports new initiatives and happy to try different ways of doing things</p>
<p><b>Good intellect</b> Demonstrates structured thinking</p>	<p>Analyses data and expresses clear, reasoned, arguments Proactively seeks new information sources to address gaps in knowledge Demonstrates awareness of how decisions and actions impact the profitability of the business Sees both sides of a debate, weighs up rationales and explains choices concisely</p>