

Competency Set – Senior Management

Task-Focused Competencies

Strategic Awareness and Influencing

Definition: Understands the external context and factors that impinge on the organisation and proactively positions the organisation to best advantage. Makes contributions that positively shape and influence this wider environment.

Elements:

- Understanding the environment.
- Developing a vision for long term.
- Marketing the organisation.

Behavioural Anchors:

- Anticipates the impact of policy developments and changes in the external environment.
- Develops a compelling vision for the organisation based on a strong understanding of the Teagasc mission and the wider agri-food environment.
- Positions Teagasc to deliver responsive leadership on trends within the external marketplace.
- Encourages colleagues to adopt a proactive corporate perspective that thinks about the long term potential of the organisation.
- Markets Teagasc internally and externally as a thought leader and leading edge organisation.
- Visibly promotes the value- add of the Teagasc offering externally.

Driving for High Standards of Quality and Customer Service

Definition: Puts the customer at the centre of the organisation's attention and champions the highest standards of quality in core services.

Elements:

- Setting standards.
- Monitoring and benchmarking standards.
- Championing continuous improvement.

Behavioural Anchors:

- Sets ambitious standards for service delivery.
- Actively monitors and reviews the quality of service.
- Benchmarks the service against similar international organisations.
- Drives a culture of service evaluation.
- Takes steps to highlight the importance of customers.
- Puts in place systems to get a wide range of customer feedback.
- Champions and promotes continuous improvement of services.
- Manages risk appropriately while building a continuous improvement culture.
- Recognises and highlights efforts to improve critical services.

Judging and Deciding

Definition: Critically evaluates complex information and issues, synthesising the diverse elements into a bigger picture understanding. Makes judgements and decisions that reflect a wide understanding of issues and a willingness to make a difficult call.

Elements:

- Works accurately and analytically with complex information.
- Synthesizes the key elements from diverse issues to build a big picture view.
- Makes the difficult judgment call when necessary.

Behavioural Anchors:

- Quickly appreciates the core issues within complex information/scenarios.
- Appreciates the wide range of factors at play in reviewing complex scenarios (identifies connections).
- Stands back from immediate demands and recognises wider context when decision making.
- Integrates information effectively from a diverse range of sources.
- Quickly evaluates the cost-benefit of different options to reach robust conclusions.
- Makes sound decisions under pressure – demonstrates a clear ability to ‘think on their feet’.
- Is prepared to make hard decisions in the best interest of Teagasc.
- Bases critical decisions on the best balance between commercial and service imperatives.

Interpersonal Competencies

Engaging Leadership

Definition: Provides clear leadership and direction that engages others and inspires them to achieve. Adopts a consultative leadership style that elicits a strong contribution from others while still giving the team the freedom to operate.

Elements:

- Setting a clear and inspiring direction.
- Engaging others to commit to the vision/direction.
- Provides empowerment and recognition for contribution.

Behavioural Anchors:

- Creates a shared understanding of the vision and overall direction of the organisation.
- Is highly visible within the organization, providing a focus for the work of others.
- Inspires staff to achieve positive outcomes.
- Motivates others to see the value that the organisation creates and the positive possibilities.
- Gains buy-in from others on all the key issues.
- Empowers others to achieve results within clear parameters.
- Rewards and recognises excellence across the organisation.
- Acts as a role model in leading on Teagasc values and guiding principles (ethics and values).

Managing for Performance and Results

Definition: Ensures that there is a strong goal-setting and accountability chain right through their business area with a strong focus on achieving positive business and commercial results. Manages team and individual accountabilities in an assertive but encouraging way.

Elements:

- Clarity of objective and goal setting process.
- Rigorous management of team and individual performance.
- Champions the full use of the PMDS process.

Behavioural Anchors:

- Ensures that all reporting managers and their teams are clear on their primary accountabilities.
- Ensures that the team develop clear outcome - based business plans.
- Holds others accountable for delivering the desired outcomes.
- Uses PMDS as a means to focus and drive performance.
- Provides clear and constructive feedback to others.
- Acts as a role model in challenging underperformance constructively and in a timely manner.
- Relentlessly follows through on monitoring of outcomes.

Building Collaboration

Definition: Builds effective relationships with external bodies in order to promote the value add of the organisation's expertise. Maximises staff contribution by creating a participative and collaborative work environment. Actively champions the strategic value of cross-functional collaboration.

Elements:

- Building and sustaining key stakeholder relationships.
- Leading by example in terms of collaboration and positive working relationships.
- Active promotion of cross-functional collaboration.

Behavioural Anchors:

- Forms valuable partnerships and alliances with key external agencies (governmental and industry).
- Negotiates comfortably with key external stakeholders on high profile issues.
- Appreciates and is supportive of the issues and concerns of key stakeholders.
- Lobbies effectively across a wide range of interests.
- Tackles conflict in a positive and proactive manner.
- Acts as a positive role model for collaboration and inspires others in this regard.
- Consults widely and appropriately with others.
- Actively engages staff, at all levels, in the business planning processes.
- Ensures that the appropriate structures and processes are in place to support cross functional collaboration.

Ensuring Effective Communication

Definition: Ensures that information flows freely across the organisation through facilitation and the removal of barriers. Acts as an effective information conduit for the organisation. Communicates critical messages in an effective way.

Elements:

- Creating effective communication systems and channels.
- Acting as an effective and influential information conduit.
- Getting the message across with authority and impact.

Behavioural Anchors:

- Acts as an information channel between key external bodies (e.g. DAF) and staff.
- Creates effective structures and systems for gathering and sharing information internally.
- Seeks to remove all barriers to open and transparent communication.
- Acts as a role model for prompt and effective information transfer.
- Keeps key stakeholders informed proactively.
- Effectively influences key strategic partners.
- Prepares strong business cases to support proposals.
- Conveys their message with impact and authority.
- Adapts communication style to the audience.

Developing Future Capability

Definition: Ensures that the organisation is appropriately staffed with the right people in the right place. Builds up the capability of the organisation by creating a systematic approach to development. Identifies and nurtures talent and actively coaches others.

Elements:

- Proactivity in manpower planning.
- Champions and applies best practices in human resources management.
- Acting as a champion for development and ensures effective talent management.

Behavioural Anchors:

- Proactively plans and manages manpower requirements for the future.
- Applies transparent systems and processes for selection and internal promotion to ensure the best people are in place.
- Drives on-going career and talent management processes.
- Proactively coaches and mentors others.
- Encourages and supports own team to apply excellence in people management and development practices.
- Champions the personal and professional development of the team.
- Actively engages in own personal and professional development.
- Creates a work climate where learning, experience, and knowledge, is shared effectively.
- Ensures effective knowledge management structures are in place.

Personal Qualities Competencies

Action Orientation

Definition: Demonstrates a high level of commitment to the organisation and a passion for achieving results. Is proactive in driving performance outcomes even if it means taking unpopular decisions.

Elements:

- High level of energy and action focus (e.g. has a passion for getting things done).
- Leading by example in setting high standards.
- Showing a high level of commitment and personal responsibility for work.

Behavioural Anchors:

- Demonstrates a passion for achieving results.
- Demonstrates a sense of urgency in delivering results.
- Sets stretch goals for self and their management team.
- Drives for a high level of performance outcomes while maintaining energy and focus within the team.
- Is willing to take and maintain an unpopular position on an issue in order to drive improvement.
- Accepts personal responsibility for the performance of his/her area.
- Maintains a steadfast commitment to the organisation and its goals.

Personal Mastery and Resilience

Definition: Works in an effective and resourceful way under high demand. Gives a sense of reassurance when others are under pressure by staying poised, in control and providing support.

Elements:

- Maintaining composure and performance resilience under pressure.
- Providing reassurance, support and affirmation when the team is under pressure.
- Having a high level of personal confidence and positivity.

Behavioural Anchors:

- Is resilient and resourceful in coping with external pressures.
- Perseveres with a course of action despite set backs or opposition from others.
- Maintains poise and composure when under pressure.
- Maintains focus, concentration and performance levels when under significant pressure.
- Acts as an anchor to others in a crisis situation.
- Acts to buffer the team from external pressures.
- Adopts a positive outlook at work and shows a realistic belief in own judgment.
- Has developed an effective set of personal coping strategies.

Leading on Change and Service Innovation

Definition: Gives a clear positive message that change is essential for the future of the organisation. Promotes innovation and new thinking within the business. Will not countenance the preservation of the status quo.

Elements:

- Giving strong leadership on the change agenda.
- Facilitating an effective change process.
- Promotion of innovation and service improvement.

Behavioural Anchors:

- Gives strong leadership on the change agenda for Teagasc.
- Creates compelling business cases for change.
- Highlights and promotes the benefits of change.
- Engages others effectively in managing the change process.
- Is prepared to challenge the status quo in order to achieve organisation goals.
- Gives a clear message that organisation development is non-negotiable (i.e. preserving the status quo is not a viable option).
- Makes service improvement a key business priority.
- Highlights and rewards service improvement and innovation.
- Drives a continuous improvement culture by actively encouraging operational debriefing and learning reviews at all levels within the business.