

The Cover: The complexity of the Rubik cube perfectly reflects the complexity of leadership and shows us that to be a leader requires time, patience, effort and most of all, perseverance. In the end, we are rewarded with experiential value that comes with dedication and the will to succeed



Guardian Group's mandate is to become a talent first organisation, where talent is understood very deeply, deployed effectively, and empowered to create as much value as possible.

The goal of our talent strategy is to ensure that the Group has strong and competent leadership. Making Guardian's Leadership Competency an important tool to understand talent at the leadership level and to enable our plans for preparing our high potentials and key performers across the group, for future leadership roles.

OUTCOME

Outcomes act as the key indicator for assessing the competency. These are meant to be more prescriptive to limit subjectivity in the assessment of the competency.

BEHAVIOURS

Behaviors define a combination of skills, knowledge and attributes expected specific to job level.



Analytical Thinking

Definition

Must be able to identify and define problems, extract key information from data and develop workable solutions for the problems identified, in order to test and verify the cause of the problem and develop solutions to resolve the problems identified.

Key Words: Problem Analysis • Data Analysis
•Judgment

Behaviours

Required by all

1. Collects information and data.
2. Extracts relevant data in order to identify possible causes for the problem.
3. Critically examines issues by breaking them down into manageable parts.
4. Analyses information to determine and ascertain the most likely cause of the problem.
5. Identifies the logical, factual outcomes based on the data, information and analyses conducted.
6. Identifies action to prevent the problem from occurring partially or totally.

Behaviours

- ▶ Takes an analytical approach to build business-wide strategies and translates them into implementation plans.
- ▶ Builds a shared vision and identifies strategic direction using One Guardian Group approach and taking stakeholder needs into account.
- ▶ Provides the analytical means and resources to achieve strategic goals.
- ▶ Identifies a number of solutions to complex problems integrating findings from several different disciplines, identifies and evaluates the various options developed and selects the most effective solution.
- ▶ Draws logical and objective conclusions from the data and validates them as the prime cause and contributing causes.

1. The Business Unit Chairman certifies that Board Reports provide insightful analysis of the business unit.
2. The Group CEO certifies that he/she can define and solve key business problems.



Behaviours

- ▶ Reviews and analyses the Department's direction according to emerging trends and feedback from stakeholders.
- ▶ Applies business analytics to establish department priorities.
- ▶ Conducts analysis and identifies key issues, opportunities, risks and challenges.
- ▶ Identifies the logical outcomes from the analyses of the data collected.
- ▶ Identifies the options and solutions for addressing the problems analyzed.

1. Demonstrates that all KPI data is collected and analysed.
2. His/her direct supervisor certifies that the analysis is being used to improve revenue generation, reduce costs or improve customer service. An example of each must be documented for review.

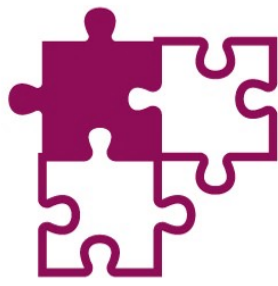


Behaviours

- ▶ Actively uses business analytics in management of team.
- ▶ Sets KPIs to assess the performance of team members and builds tracking mechanisms to regularly track their performance.
- ▶ Makes rationale judgements from the available information and analysis.
- ▶ Codifies this data to detect trends and issues in the data and information in a logical and factual manner.
- ▶ Produces comprehensive analytical reports which break information down into manageable components and/or charts, diagrams or graphs.

1. Annually provides a plan to direct supervisor for agreement on all the KPIs that must be gathered for division.
2. His/her direct supervisor certifies that the analysis is being used to improve revenue generation, reduce costs or improve customer service. An example of each must be documented for review.





Business Acumen

Definition

Demonstrates vision, expertise and resourcefulness in developing strategies, seizing opportunities, navigating risks and challenges and addressing issues relevant to the Company's goals.

Key Words: Vision • Strategy, Market Insights
• Risk Management • Finance • Operations

Behaviours

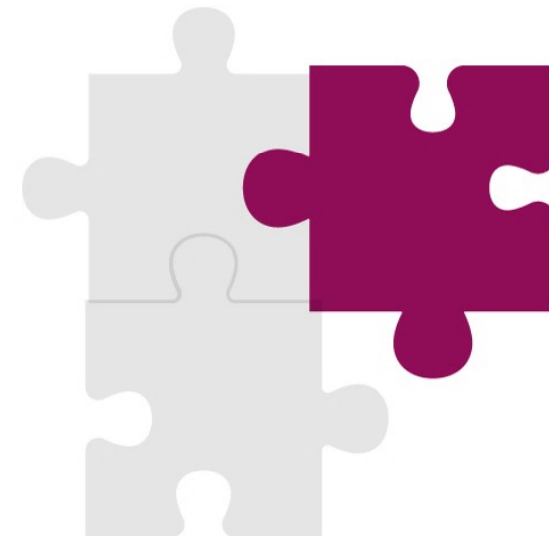
Required by all

1. Considers the strengths of the Business Unit's products and services compared to competitors.
2. Considers competitors capabilities when making decisions.
3. Brings in best practices from outside the company.
4. Seeks to gain in-depth knowledge of Company's finances, operations, people and the market in which it operates.

Behaviours

- ▶ Recognized in the industry for his/her expertise.
- ▶ Demonstrates vision and identifies opportunities to drive the Business growth.
- ▶ Provides strategic advice to the Group CEO on market opportunities.
- ▶ Identifies trends and puts in place effective risk mitigation strategies.
- ▶ Builds strong team with the relevant capabilities and business acumen.

The Group CEO certifies that he/she is able to scan the local/regional business environment to ferret out business opportunities or take action against business risks.



Behaviours

- ▶ Expert in relevant field of work.
- ▶ Creates vision for department to differentiate itself from competition.
- ▶ Able to identify market trends and opportunities and provides strategic advice to senior leadership.
- ▶ Transfers knowledge to team and builds team with very high business acumen.
- ▶ Defines Department's risk management strategy in compliance with the Company's regulations, rules and policies.

His/her direct supervisor certifies that once an opportunity/risk is identified he/she is able to take to appropriate action to take advantage of the opportunity or mitigate the risk.



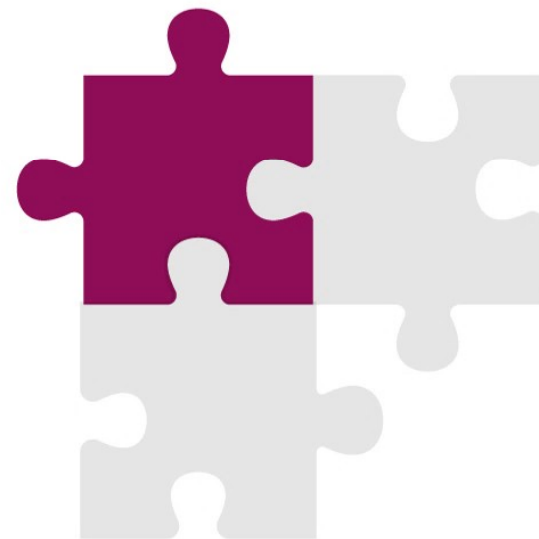
Senior Manager & Manager

Behaviours

- ▶ Keeps abreast of the latest developments in the field of his/her expertise.
- ▶ Provides advice to senior management in his/her area of expertise.
- ▶ Implements industry best practices into the operations of their unit.
- ▶ Acts as a subject matter expert and supports the development of new skills by team members.

Outcomes

His/her direct supervisor certifies that he/she is able to factor the external business environment in carrying out departmental tasks. The onus is on the Senior Manager/manager to document/demonstrate how he/she achieves this.





Customer Focus

Definition

Must be able to achieve excellence in delivering the planned customer service outcomes (i.e. service levels and standards) for the department and monitoring the unit's service delivery in order to achieve the service delivery targets and to ensure the highest level of customer care and customer satisfaction.

Key Words: Service Delivery • Service Standards
• Setting Service Level Standards

Behaviours

Required by all

1. Identifies and targets specific groups of customers with tailored offerings.
2. Listens and responds to customer needs within legislative frameworks, and policy guidelines.
3. Clarifies the customer's interests or expectations, when doubt exists.
4. Makes sure that customer needs or requirements are met.
5. Regularly takes steps to improve the quality of services produced by the work-unit.
6. Establishes plans and programs for satisfying the customer's needs and expectations.
7. Delivers services to customers within the agreed service levels.

Behaviours

- ▶ Promotes attitude of valuing the customer. Advocates for the inclusion of customer interests and needs in decision-making.
- ▶ Invest to understand the needs of the customer and capture opportunities to address needs not being met by the competition.
- ▶ Ensure the Group's branding is upheld by ensuring consistency in highest level of quality service standards and ensure there is tracking against a benchmark.
- ▶ Implements strategies to have highest levels of customer retention with focus on serving customer in long term. Promotes cross selling of Group's products in support of this.
- ▶ Looks for long-term benefits to the customer and adjusts approach accordingly.
- ▶ Measures compliance with the organization's mandate and measures customer's satisfaction against a standard or benchmark.

1. Models and promotes customer service as proven by a high score in company survey.
2. Good feedback from customer service survey.
3. Brings new offering during every year to target certain customer segments to drive revenue growth.



Behaviours

- ▶ Considers departments role in the customer to establish priorities. Monitors service standards to ensure that established standards are met.
- ▶ Establishes a schedule or plan to address gaps in service standards.
- ▶ Pursues the completion of work objectives that supports meeting customer needs and expectations.
- ▶ Delivers services or products to stakeholders in a timely manner.
- ▶ Follows up with the stakeholder in a timely manner to ensure that the services were satisfactory.
- ▶ Develops improvement processes for setting and reviewing products and services.
- ▶ Solicit feedback from department members on how to better serve the customer and operationalise ideas.
- ▶ Ensures department can support cross sales initiatives.

1. Models and promotes customer service as proven by a high score in divisional survey.
2. Good service reported by Division's internal and external stakeholders as confirmed by departmental surveys.

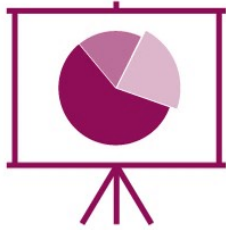


Behaviours

- ▶ Maps team's role in serving the customer and establish customer-focused KPI in measuring team's performance.
- ▶ Identifies services required by customers and develops appropriate service standards.
- ▶ Matches customer's needs and service standards.
- ▶ Develops and implements processes for setting and reviewing products and services.
- ▶ Follows through on customer's questions, requests and complaints.
- ▶ Provides a formal customer service that acknowledges a diverse customer base.
- ▶ Ensure team members all understand how they serve the customer and ensure they maintain high levels of service and responsiveness.
- ▶ Listen to feedback from staff on improvements which can be made to service standards and make adjustments accordingly.
- ▶ Advise leadership where big changes may be needed to respond to the customer needs.

1. Models and promotes customer service as proven by a high score in divisional survey.
2. Good service reported by team's internal and external stakeholders as confirmed by departmental surveys.





Achieving Results

Definition

Motivated by success and passionate about working and achieving higher results. Persists to complete tasks / responsibilities, and even in the face of difficulties, is optimistic and tenacious all through. Operates with personal ownership and looks for ways and means to improve performance all the time. Displaying a strong commitment to making service performance improvements and a determination to achieve positive service outcomes for the customers and staff.

Key Words: Ability to execute plans • Results-oriented

Behaviours

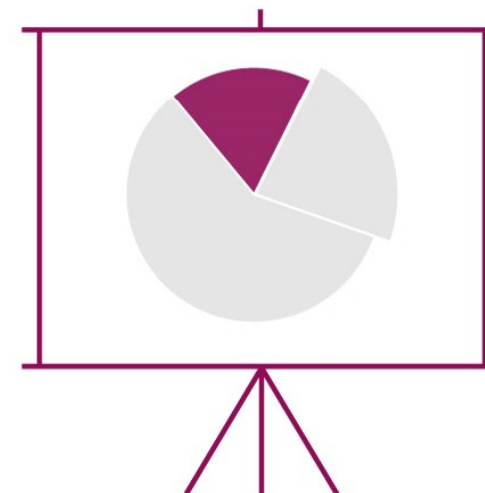
Required by all

1. Setting ambitious targets which may exceed the minimum standard required and taking calculated risks – all with the aim of delivering added value to the service.
2. Focusing own, and others', energy on what really makes a difference, rather than being constrained by methods which were used in the past.
3. Seeking out opportunities to improve delivery of service through partnership and new ways of working.

Behaviours

- ▶ Sets the overall direction for Business goals.
- ▶ Delivers business growth over a sustained period.
- ▶ Creates and promotes a results-based management culture in business that is focused on delivery of results in an effective and efficient manner.
- ▶ Shows determination to achieve goals over time; resists any pressure to be deflected from this attainment.
- ▶ Establishes systems and processes to monitor and evaluate progress and ensures the required resources are available.
- ▶ Takes calculated risks, based on learning and experience, to achieve longer-term service improvements.

1. Sets company targets as approved by Business Unit Board.
2. Promotes culture of achievement in Business Unit as evidenced by attaining company targets.
3. Achieves individual tasks and keeps record of such for certification by Group CEO.



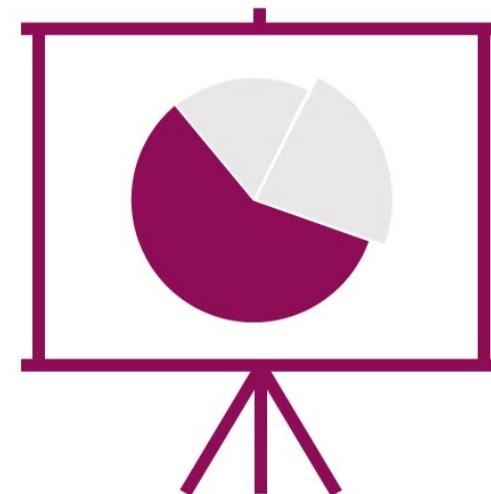
Executive 3

Behaviours

- ▶ Sets the direction for a Department which aligns to the overall direction for the Business.
- ▶ Significantly turns around underperforming parts of the business.
- ▶ Sets self and others stretching goals, over and above those required to meet targets, where these will help to improve services.
- ▶ Ensures availability of resources and supports managers and wider team in achieving results.
- ▶ Takes the necessary actions to meet these goals; identifies and applies measures to track and quantify achievement.
- ▶ Identifies lessons learnt and shares with wider team. In consultation with the senior leadership integrates lessons learnt into strategies and implementation plans.

Outcomes

1. Sets division targets as approved by direct supervisor.
2. Promotes culture of achievement in Division as evidenced by attaining Division targets.
3. Achieves individual tasks and keeps record of such for certification by direct supervisor.



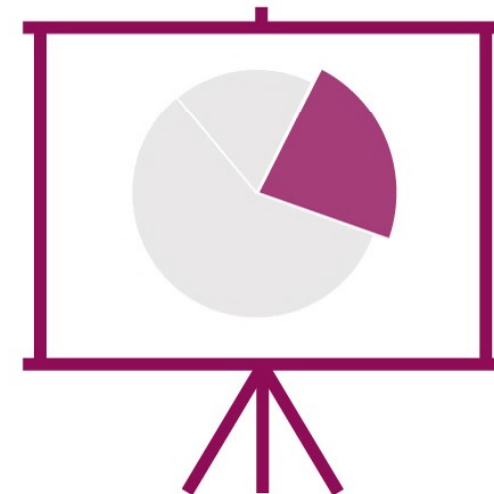
Senior Manager & Manager

Behaviours

- ▶ Takes actions that lead to the delivery of set service targets.
- ▶ Shows determination to meet the objectives set by others.
- ▶ Keeps track of and measures outcomes against own standards, over and above those set by others.
- ▶ Encourages others to find ways of delivering services that will better serve the needs of customers while meeting targets.
- ▶ Overcomes obstacles to achieving goals and uses failure as an opportunity to learn.

Outcomes

1. Sets department targets as approved by direct supervisor.
2. Promotes culture of achievement in department as evidenced by attaining Division targets.
3. Achieves individual tasks and keeps record of such for certification by direct supervisor.





Innovation

Definition

Must be able to measure and improve or upgrade work methods, procedures and systems and decrease costs in order to improve the quality and cost efficiency of services and products delivered to customers. Must be able to generate ideas, fresh perspectives and innovative approaches in order to contribute solutions to problems, overcome constraints and generate new solutions to problems.

Key Words: Work Method Improvement

- Cost Efficiency
- Productivity
- Generating Ideas
- Thinking “out-of-the-box”
- Creative Thinking

Behaviours

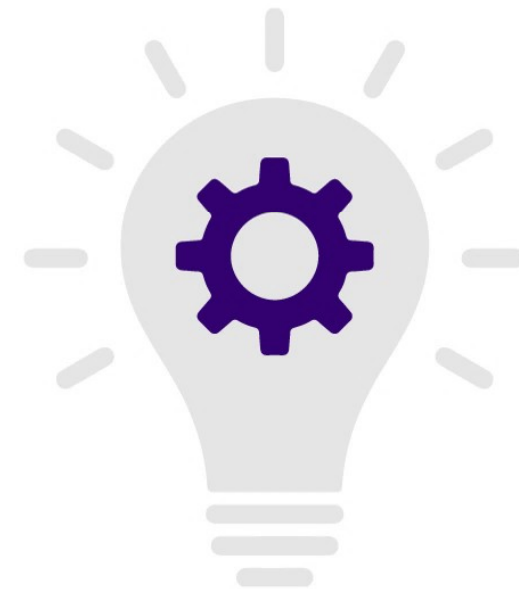
Required by all

1. Identifies areas and ways in which work methods can be improved.
2. Improves the effectiveness of work methods, systems and operations by addressing operational costs, revenue growth and customer service.
3. Implements performance improvement through technological solutions, product development, services, business-unit planning, business process simplification and value-based management techniques.
4. Enhances the effectiveness of employees through the appraisal and review of efficient human resources capacity.
5. Leverages the value of information technology and assets to improve services, enhance staff productivity, organizational improvement, operational efficiency and good governance.
6. Develops “outside-the-box” solutions to problems.

Behaviours

- ▶ Creates an open climate fostering creativity, innovation and acceptance.
- ▶ Sets the agenda for change in Business and foresees the impact of change on Business results.
- ▶ Personally, leads change initiatives.
- ▶ Embraces innovation and consistently strives for efficiency and business improvements that support and foster the One Guardian approach.
- ▶ Create environment where the business keeps abreast of the latest industry developments and mobilizes quickly to capture opportunities.
- ▶ Promotes a culture where failure is treated as a learning opportunity.

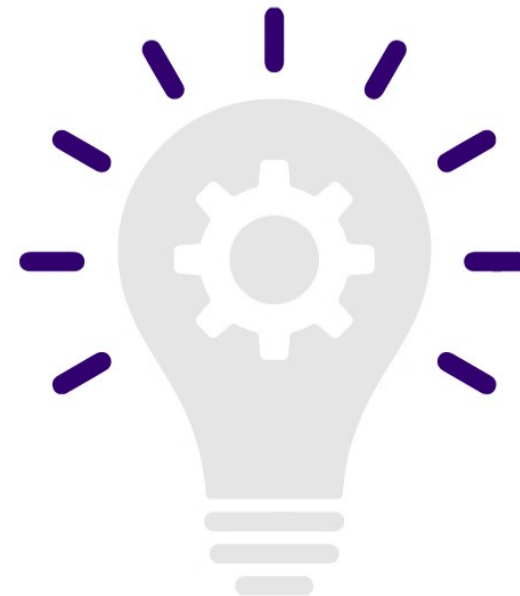
1. Promotes an atmosphere of innovation and positive change as evidenced by a high company score in this area.
2. Is able to demonstrate an average of at least 8 approved and documented procedural changes per annum in division.
3. Brings on line at least one new product line per annum that meets the company's ROI and increases new annual revenue by at least 5%.



Behaviours

- ▶ Anticipates the need for change, dedicated the required resources and fosters innovation and creativity.
- ▶ Leads departmental change initiatives through to implementation.
- ▶ Encourages bottom up innovation and involvement from all employees.
- ▶ Ensures all employees in department buy in to change initiative.
- ▶ Ensures department has capacity and capabilities to carry out changes.
- ▶ Measures benefits from changes through specific performance measures, targets and goals.

1. Demonstrates that all KPI data is collected and analysed.
2. His/her direct supervisor certifies that the analysis is being used to improve revenue generation, reduce costs or improve customer service. An example of each must be documented for review.



Senior Manager & Manager

Behaviours

- ▶ Develops and recommends improvements or redesigns processes.
- ▶ Empowers team members to contribute ideas and make improvements.
- ▶ Facilitates discussions on what customers expect of the department and negotiates mutual expectations.
- ▶ Determines the minimum requirements needed to be met for each task and process, in terms of human resources, financial resources, and technical resources.
- ▶ Reflects on how the department co-operates and co-ordinates work and determines the ideal target operating model to deliver to all stakeholders.
- ▶ Uses technical knowledge or prior experience to develop and present alternatives and recommendations.

Outcomes

1. Promotes an atmosphere of innovation and positive change as evidenced by a high departmental score in this area.
2. Is able to demonstrate at least 12 approved and documented procedural changes per annum in department.





Supportive Leadership

Definition

Clearly establishes and communicates expectations and accountabilities; monitors and evaluates performance; provides effective feedback and coaching; identifies development needs and helps employees address them to achieve optimal performance and gain valuable skills that will translate into strong performance in future roles.

Key Words: Performance Management

• Talent Management • Coaching and Feedback

Behaviours

Required by all

1. Facilitates the recruitment, selection and retention of employees.
2. Delegates assigned tasks in alignment with operational goals.
3. Coaches to maximize achievement of performance expectations.
4. Models objective behavioral feedback.
5. Champions employee development for career growth and mobility.

Behaviours

- ▶ Demonstrates leadership, inspires others and provides clear direction to achieve Company's vision.
- ▶ Motivates and empowers staff and recognizes individual and team contributions to Company's success.
- ▶ Role model to executives, managers and staff in general.
- ▶ Inspires others to strengthen their coaching skills to drive overall Business objectives.
- ▶ Regularly coaches direct reports to ensure alignment of vision and expectations.
- ▶ Identifies patterns in employee behavior that indicate development needs across the Business Unit and identifies ways to systemically enhance the skills of employees.
- ▶ Celebrates expected results and behaviors through creative and spontaneous means; Retains high performers through recognition of accomplishments and development/career opportunities.

1. Group CEO certifies that he/she sets the tone for people development and performance culture across the Company.
2. Drives succession planning within the Company as evidenced by a succession plan.
3. Ensure that all direct reports have clear and measurable performance criteria that are communicated and understood.
4. Direct reports certify that they are receiving active guidance on how to improve performance as evidenced by survey.
5. Group CEO certifies that they are effective role models for their staff.



Executive 3

Behaviours

- ▶ Role model to management when supervising and leading others.
- ▶ Actively coaches managers and teams to strengthen their performance.
- ▶ Takes responsibility for identifying individual employee development needs and finding ways to address them.
- ▶ Notices and shows appreciation when expected results and behaviors are realized; Retains high performers through recognition of accomplishments and development/career opportunities.
- ▶ Focuses on the skills needed for the current position as well as the qualities needed to be successful in future roles within the Business Unit when hiring.
- ▶ Directs individuals to focus on the most vital departmental goals to maximize personal success within the department.

Outcomes

1. Ensure that all direct reports have clear and measurable performance criteria that are communicated and understood.
2. Direct reports certify that they are receiving active guidance on how to improve performance as evidenced by survey.
3. Direct supervisor certifies that they are effective role models for their staff.



Senior Manager & Manager

Behaviours

- ▶ Regularly constructively coaches each team member on how they can improve their performance and inspires team members to excellence.
- ▶ Promotes a culture of learning and development with a focus on continual improvement.
- ▶ Ensures power and authority are not abused. Inspires trust with employees and they feel their manager cares about their well being.
- ▶ Provides clear direction to team and ensures they understand their role in company's vision and performance standards.
- ▶ Provides adequate resources for employees to accomplish their goals up front and upon request of employees; removes barriers as needed to help accomplish team goals.

Outcomes

1. Ensure that all direct reports have clear and measurable performance criteria that are communicated and understood.
2. Direct reports certify that they are receiving active guidance on how to improve performance as evidenced by survey.
3. Direct supervisor certifies that they are effective role models for their staff.





Influence

Definition

Must be able to make an impact, persuade and influence individuals or groups in order to gain support and action for ideas, proposals or initiatives put forward in order to achieve a specific objective or result.

Key Words: Persuasiveness • Credibility
• Assertiveness

Behaviours

Required by all

1. Convinces individuals and groups to support decisions with persuasive arguments
2. Makes a favourable impression that encourages others to listen and be responsive.
3. Displays confidence and strong beliefs and opinions.
4. Excites the audience and keeps them interested.
5. Is confident and persuasive.
6. Builds strong relationships both internally and externally which can be leveraged to support the Company's goals.

Behaviours

- ▶ Persuades large and opposing audiences to agree with the proposals made.
- ▶ Successfully persuades and influences partners and other stakeholders to gain commitment to decisions and direction in the best interest of the Company.
- ▶ Leverages network and develops partnerships and alliances in achieving Company goals.
- ▶ Uses a wide variety of interpersonal “styles” and communication methods to gain agreement or acceptance of the idea, plan decision or service being presented.
- ▶ Readily influences and impacts on audiences of a wide variety of different backgrounds and uses a wide variety of persuasion tools and techniques to do so.

1. Has the power or capacity of causing a positive effect in indirect or intangible ways; because of ability to understand oneself and understand one’s impact on the social dynamics at play in the organisation.
2. Direct reports certify that they are affected by your good examples, that your words and actions have a positive influence on them and the company.



Behaviours

- ▶ Develops consensus on ideas and recommendations affecting department.
- ▶ Develops network of industry experts and stakeholders.
- ▶ Promotes collaboration with partners and colleagues across teams and stakeholders.
- ▶ Facilitates discussions and gives consideration to a range of interests, options and possibilities.
- ▶ Persuades and engages others to serve as effective advocates in accomplishing department goals.
- ▶ Creates favourable first impressions quickly.
- ▶ Is confident and persuasive.
- ▶ Maintains audience interest during discussion, presentations and meetings.
- ▶ Supports and defends proposals made, and convinces others of the benefits and value of the proposals presented.
- ▶ Uses an in-depth understanding of the interactions within a group to move towards a specific agenda.
- ▶ Uses direct persuasion in a discussion or presentation.

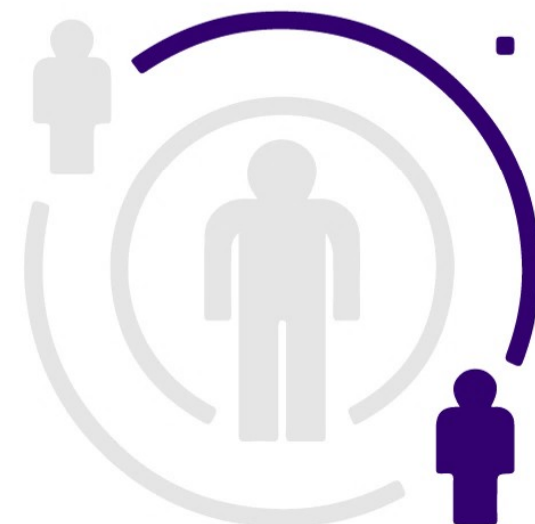
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Behaviours

- ▶ Takes time to create favourable impressions with team members and peers.
- ▶ Encourages staff to engage and work together with partners and stakeholders.
- ▶ Convinces others of the viewpoint or proposals being made, with assistance of others in authority.
- ▶ Uses one and the same set of persuasion tools and techniques in all situations.
- ▶ Is able to get a point across without offending others.
- ▶ Uses information or data effectively to persuade and support a position.

1. Has the power or capacity of causing a positive effect in indirect or intangible ways; because of ability to understand oneself and understand one's impact on the social dynamics at play in the organisation.
2. Direct reports certify that they are affected by your good examples, that your words and actions have a positive influence on them and the company.





Collaboration

Definition

Must be able to work co-operatively with other individuals and makes valued contributions to the outputs of others in order to assist own team or project to achieve the required outputs. Makes staff feel included in the mission of the company.

Key Words: Team Membership • Meets Obligations
• Group Participation • Employee Involvement
• Mutual respect

Behaviours

Required by all

1. Co-operates with team members to resolve problems and achieve goals.
2. Participates in the development of team goals and plans.
3. Supports team members by encouraging participation and listening to other's ideas.
4. Acknowledges other's skills, experience, knowledge, creativity and contributions.
5. Keeps team members abreast of individual progress.
6. Shares information.
7. Addresses conflicts within the group without the help from the team leader.
8. Makes contributions that are valued by team members.

Behaviours

- ▶ Builds an effective senior team.
- ▶ Acts as a role model by inspiring, enabling and empowering staff.
- ▶ Creates an enabling environment within the Business.
- ▶ Fosters team spirit and promotes collaborative approach across the Business.
- ▶ Acts as a role model when resolving disagreements.

1. Promotes an environment of cooperation & collaboration in business unit as evidenced by simultaneously high teamwork survey score and performance score for his/her division.
2. His/her direct supervisor certifies that he/she fosters collaboration between divisions.



Behaviours

- ▶ Builds effective management teams.
- ▶ Promotes “One Guardian” approach by identifying possible synergies and opportunities for collaboration with teams beyond his/her area of immediate responsibility.
- ▶ Collaborates with peers to solve resourcing constraints to ensure best outcome for both parties.
- ▶ Able to resolve most conflicts without it having to be escalated to senior leadership.

1. Promotes an environment of cooperation & collaboration in division as evidenced by simultaneously high teamwork survey score and performance score for his/her division.
2. His/her direct supervisor certifies that he/she fosters collaboration between divisions.



Behaviours

- ▶ Builds effective teams by bringing together individuals with diverse skills, expertise and backgrounds.
- ▶ Takes proactive approach in identifying team needs and provides appropriate support.
- ▶ Takes action to resolve tension and problems by providing guidance and support to team members.
- ▶ Maintains or enhances self-esteem of others in all communications with team members.
- ▶ Shares all relevant or useful information with other team members.
- ▶ Recognizes and manages the individual social styles of the team members.

1. Harnesses the strengths of his/her direct reports to form an effective team as evidenced by simultaneously high teamwork survey score and performance score for his/her department.
2. His/her direct supervisor certifies that he/she fosters cooperation & collaboration between departments.





Communication

Definition

Respectfully listens to others to gain a full understanding of issues; comprehends written material; presents information in a clear and concise manner orally and in writing to ensure others understand his/her ideas; appropriately adapts his/her message, style, and tone to accommodate a variety of audiences.

Key words: Informative • Willing to share information • Open, honest and direct

Behaviours

Required by all

1. Ensures that important information from management is shared with employees and others as appropriate.
2. Knows that listening is essential to understanding.
3. Shares ideas and information with others who might find them useful.
4. Keeps manager informed about progress and problems.
5. Ensures that regular consistent communication takes place within area of responsibility.
6. Ensures sensitive information is protected.

Behaviours

- ▶ Inspires staff at all levels through his/her communication.
- ▶ Discusses the impact of change efforts honestly and directly with those affected.
- ▶ Creates an environment which fosters open communication within and across the organizational boundaries and converts controversial or sensitive situations into opportunities.
- ▶ Makes him/herself visible to staff by listening to them and by communicating at all levels.
- ▶ Able to convince others by using compelling arguments.
- ▶ Applies utmost discretion and judgement in dealing with highly sensitive issues taking into consideration risks, rules and policies.

1. Communicates to an entire Business Unit or greater at least once a year.
2. Promotes an environment of open, two-way communication across the Business Unit as evidenced by a staff survey at that Business Unit.
3. Holds direct reports accountable for promoting a similar environment as evidenced by the above staff survey.
4. The Group CEO certifies that he/she is inspirational in his/her communications.



Behaviours

- ▶ Regularly communicates with staff across the department.
- ▶ Promotes open communication and a trusting environment across Department that allows even the most reluctant person to express his/her views.
- ▶ Produces effective reports to communicate complex issues with the senior leadership.
- ▶ Delivers accurate, clear and concise messages that inform and frequently persuade audiences to take action.
- ▶ Demonstrates a keen ability to recognize when others are having difficulty understanding his/her message and adapts style.
- ▶ Adapts to the needs of diverse audiences and/or complex situations.

1. Communicates to an entire Division or greater at least once a year.
2. Promotes an environment of open, two-way communication across the Division as evidenced by a staff survey at that Division.
3. Holds direct reports accountable for promoting a similar environment as evidenced by the above staff survey.



Behaviours

- ▶ Actively listens to staff to put him/herself in other people's shoes to gain a better understanding of what they are saying.
- ▶ Communicates intentions, ideas and feelings openly and directly.
- ▶ Consistently delivers accurate, clear and concise messages orally and/or in writing to effectively inform an audience.
- ▶ Provides constructive and positive feedback to the team.
- ▶ Adapts to the needs of most audiences to ensure his/her message is understood.

1. Promotes an environment of open, two-way communication across his/her department as evidenced by a staff survey at that department.
2. Holds direct reports accountable for promoting a similar environment as evidenced by the above staff survey.
3. Keeps staff informed of decisions and directives as appropriate.



