

Competency Framework

Communication Skills

Level	General Meaning	Communication Skills is having the ability to convey information to others so that messages are understood and outcomes delivered. The 7 essential qualities of Communication Skills are: (A) Understanding the needs of others, (B) Clearly communicating messages, (C) Adapting communication style, (D) Using a range of communication methods, (E) Building an influential network, (F) Awareness of personal impact, and (G) Assertively dealing with conflict.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 7 of the essential qualities of Communication Skills are happening regularly. For example, the Learner (F) is Self aware, manages emotions & respects others, and (G) Confidently facilitates challenging situations where participants hold different views and want different outcomes.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 5 of the essential qualities of Communication Skills are happening regularly. For example, the Learner (D) Determines whether face to face or electronic communication will deliver the desired outcome, and (E) Seeks to grow their network and extend their influence.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of Communication Skills are happening regularly. For example, the Learner (B) can Articulate their perspective so it is easy to understand, and (C) Adapts their communication style according to the people involved and the situation.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of Communication Skills are happening, but irregularly. For example, the Learner (A) is Asking open questions and listening to gather insight into other perspectives.</p>
0	Not delivering	<p>Communicates the way they have always communicated</p> <p>No essential qualities of Communication skills are being demonstrated: (A) Understanding the needs of others, (B) Clearly communicating messages, (C) Adapting communication style, (D) Using a range of communication methods, (E) Building an influential network, (F) Awareness of personal impact, (G) Assertively dealing with conflict.</p>

Communicate so that people listen and understand: <http://www.makingbusinessmatter.co.uk/training-courses/communication-skills-training/>

Competency Framework

Coaching Skills

Level	General Meaning	Coaching is about being able to support someone to achieve a pre-defined goal. Google's project Oxygen, analysing 10,000 performance reviews over 100 variables found that coaching was essential for any line manager. The 7 essential qualities of Coaching Skills are: (A) Setting the foundation, (B) Establishing trust, (C) Defining measurable goals, (D) Active listening, (E) Powerful questioning, (F) Coaching experience, and (G) Motivating style.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 7 of the essential qualities of Coaching Skills are happening regularly. For example, the Learner (F) has examples of successful & unsuccessful coaching experience, and (G) a way of talking that motivates the coachee to believe that they can achieve their goals.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 5 of the essential qualities of Coaching Skills are happening regularly. For example, the Learner (D) demonstrates active listening skills, such as paraphrasing, remaining silent, & appropriate body language and (E) uses open, closed, some leading, and some challenging questions to get the best from the coachee.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of Coaching Skills are happening regularly. For example, the Learner (B) understand the 4 elements trust model & works towards increasing each one, and (C) knows the theory of goal setting, SMART, and is thinking ahead to how the coachee can easily identify that they have achieved their goals.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of Coaching Skills are happening, but irregularly. For example, the Learner (A) how important is to have an understood agreement that has buy-in from both sides.</p>
0	Not delivering	<p>Category opportunities identified and landed badly</p> <p>No essential qualities of Coaching Skills are being demonstrated: (A) Setting the foundation, (B) Establishing trust, (C) Defining measurable goals, (D) Active listening, (E) Powerful questioning, (F) Coaching experience, and (G) Motivating style.</p>

Competency Framework

Category Management

Level	General Meaning	
		Category Management is having the ability to increase sales & profit by identifying & landing category opportunities that ideally are beneficial for the '3 legged stool'; Shopper, Supermarket, and Supplier. The 7 essential qualities of Category Management are: (A) Understand the Category Shopper, (B) Identifying category opportunities, (C) Maximising availability whilst minimising waste, (D) Easy to shop range & right products in the right stores, (E) Promotional Plan with an ROI, (F) Innovation that works, and (G) Landing opportunities.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 7 of the essential qualities of Category Management are happening regularly. For example, the Learner (F) has examples of innovation that have added value to the category, and (G) exceeds the average industry landing rate of 27% of recommendations landed.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 5 of the essential qualities of Category Management are happening regularly. For example, the Learner (D) is able to identify the gaps between how the shopper segments versus the fixture, and (E) is able to show the return on investment from an annual promotional plan.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of Category Management are happening regularly. For example, the Learner (B) can analyse data & then present insights & recommendations, and (C) understands substitution from a shopper perspective so that availability & waste are managed accordingly.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of Category Management are happening, but irregularly. For example, the Learner (A) understands the shopper, who they are, why they shop & how to increase sales.</p>
0	Not delivering	<p>Category opportunities identified and landed badly</p> <p>No essential qualities of Category Management are being demonstrated: (A) Understand the Category Shopper, (B) Identifying category opportunities, (C) Maximising availability whilst minimising waste, (D) Easy to shop range & right products in the right stores, (E) Promotional Plan with an ROI, (F) Innovation that works, and (G) Landing opportunities.</p>

Identify more category insights & land them: <http://www.makingbusinessmatter.co.uk/training-courses/category-management-training-course-outline/>

Competency Framework

Conflict Management

Level	General Meaning	Conflict Management is having the ability to limit the negative aspects of conflict while increasing the positive aspects of conflict to improve performance. The 7 essential qualities of Conflict Management are: (A) Demonstrating positive personal impact & confidence, (B) Understanding different conflict handling modes, (C) Using a range of conflict handling styles, (D) Understanding organisational politics, (E) Understanding a range of perspectives, (F) Achieving a desired outcome for the majority, and (G) Encouraging positive conflict and debate.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 7 of the essential qualities of Conflict Management are happening regularly. For example, the Learner (F) employs strategies which seek consensus & engagement, and (G) encourages the sharing of different ideas and approaches to positively challenge the status quo.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 5 of the essential qualities of Conflict Management are happening regularly. For example, the Learner (D) behaves with openness and integrity when challenged by organisational politics, and (E) actively listens to gather insight into all impacted perspectives.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of Conflict Management are happening regularly. For example, the Learner (B) can identify and evaluate 5 conflict handling modes, and (C) adapts communication style depending upon the people involved and the situation.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of Conflict Management are happening, but irregularly. For example, the Learner (A) is managing emotions and communicating assertively.</p>
0	Not delivering	<p>Avoids conflict most times</p> <p>No essential qualities of Conflict Management are being demonstrated: (A) Demonstrating positive personal impact & confidence, (B) Understanding different conflict handling modes, (C) Using a range of conflict handling styles, (D) Understanding organisational politics, (E) Understanding a range of perspectives, (F) Achieving a desired outcome for the majority, and (G) Encouraging positive conflict and debate.</p>

Competency Framework

Delegation

Level	General Meaning	Delegation is having the ability to take a conscious choice to give somebody the responsibility and the authority to carry out a piece of your work, while you retain the overall accountability. The 7 essential qualities of delegation are: (A) Knowing the difference between delegation & abdication, (B) Understanding the benefits of delegation, (C) Recognising that giving responsibility means giving trust, (D) Identifying the authority a person needs, (E), Agreeing the what, the when & the why of delegating, (F) Allowing freedom to develop the how, and (G) Reviewing progress & providing feedback.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 7 of the essential qualities of Delegation are happening regularly. For example, the Learner is (F) allowing those being delegated to the freedom to choose how they will go about the activity, and (G) reviews progress at agreed points along the way, giving balanced feedback about performance.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 5 of the essential qualities of Delegation are happening regularly. For example, the Learner (D) is able to give the individual the level of authority they need to perform a task, and (E) articulates what needs to be achieved, when it needs to be completed by and why the work needs to be carried out.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of Delegation are happening regularly. For example, the Learner (B) understands the benefits of a piece of delegation to all parties, and (C) recognises that to give the responsibility to receive the benefits, trust is required.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of Delegation are happening, but irregularly. For example, the Learner (A) knows that delegation doesn't look the same as abdication when it is being carried out.</p>
0	Not delivering	<p>Rarely delegates effectively, if at all</p> <p>No essential qualities of Delegation are being demonstrated: (A) Knowing the difference between delegation & abdication, (B) Understanding the benefits of delegation, (C) Recognising that giving responsibility means giving trust, (D) Identifying the authority a person needs, (E), Agreeing the what, the when & the why of delegating, (F) Allowing freedom to develop the how, and (G) Reviewing progress & providing feedback.</p>

Be clear about what you want: <http://www.makingbusinessmatter.co.uk/training-courses/people-management-course/>

Competency Framework

Giving Feedback

Level	General Meaning	Giving Feedback is having the ability to catch people getting things right, and almost right. Feedback can be both motivational and developmental. The 7 essential qualities of Giving Feedback are: (A) Seeing the value of feedback for both people & their performance, (B) Demonstrating balance over time to both praise and motivate, (C) Giving feedback about observed behaviour, (D) Using specific examples to support observations, (E) Giving timely feedback (F) Stating the effect of the behaviour identified, and (G) Being able to clearly state an expectation of behavioural change.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 7 of the essential qualities of Feedback are happening regularly. For example, the Learner is (F) stating the effect of the individual's behaviour (whether positive or negative), and (G) can give a clear expectation of what they want the person to change when this is required.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 5 of the essential qualities of Feedback are happening regularly. For example, the Learner (D) gives examples that are specific enough to support the person's ability to change, or to enable them to repeat the behaviour again, and (E) ensures that feedback is timely and delivered as close to the behaviour as possible.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of Feedback are happening regularly. For example, the Learner (B) has a balanced approach to feedback – offering both praise and improvement, and (C) gives feedback that has been observed and is to do with what can be changed – behaviour.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of Feedback are happening, but irregularly. For example, the Learner (A) sees there is value in giving feedback to others.</p>
0	Not delivering	<p>Offers no feedback, or does so without skill</p> <p>No essential qualities of Giving Feedback are being demonstrated: (A) Seeing the value of feedback for both people & their performance, (B) Demonstrating balance over time to both praise and motivate, (C) Giving feedback about observed behaviour, (D) Using specific examples to support observations, (E) Giving timely feedback (F) Stating the effect of the behaviour identified, and (G) Being able to clearly state an expectation of behavioural change.</p>

Give feedback effectively: <http://www.makingbusinessmatter.co.uk/training-courses/people-management-course/>

Competency Framework

HBDI – Herrmann Brain Dominance Instrument

Level	General Meaning	Using the HBDI model is having the ability to understand yourself & others better, and to use that knowledge to perform better. The Herrmann Brain Dominance Instrument is a system to measure and describe thinking preferences in people. The 7 essential qualities of using the HBDI model are: (A) Appreciation of others, (B) Improved decision making, (C) Effective communication, (D) Better audience engagement, (E) Effective feedback, (F) Enhanced problem solving, and (G) Improved innovation skills.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate 7 of the essential qualities of using the HBDI model are happening regularly. For example, the Learner (F) has enhanced problem solving that considers wider implications and solutions, and (G) improved innovation through increased pace of idea generation, validation & execution.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 5 of the essential qualities of using the HBDI model are happening regularly. For example, the Learner (D) has better audience engagement through better consideration of expectations & needs, and (E) feedback is improved through clear delivery, that better resonates with the recipient.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of using the HBDI model are happening regularly. For example, the Learner (B) has improved decision making because they better consider the perspectives of others, and (C) effective communication because they can articulate their perspective so it is more easily understood.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of using the HBDI model are happening, but irregularly. For example, the Learner (A) has appreciation of others though greater understanding of their own & others thinking preferences.</p>
0	Not delivering	<p>Little or no understanding of themselves, or others</p> <p>No essential qualities of using the HBDI model are being demonstrated: (A) Appreciation of others, (B) Improved decision making, (C) Effective communication, (D) Better audience engagement, (E) Effective feedback, (F) Enhanced problem solving, and (G) Improved innovation skills.</p>

Understanding yourself and others much more: <http://www.makingbusinessmatter.co.uk/course-resources/hbdi-understanding-better-others-better/>

Competency Framework

Influencing Skills

Level	General Meaning	
		Influencing Skills is having the ability to get people to do something, to go along with, or support one's own agenda, without relying on formal authority. The 7 essential qualities of Influencing Skills are: (A) Understanding influencing styles, (B) Adapting their style appropriately, (C) Positive & assertive personal impact, (D) Achieving outcomes beneficial to the majority, (E) Understanding others' perspectives, (F) Providing clarity in ambiguous situations, and (G) Information gathering within a large & diverse network.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 7 of the essential qualities of Influencing Skills are happening regularly. For example, the Learner (F) asks the right questions to achieve clarity, and (G) networks effectively to find out information that is useful.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 5 of the essential qualities of Influencing Skills are happening regularly. For example, the Learner (D) works towards delivering group outcomes before individual outcomes, and (E) puts themselves in the other person's shoes to understand the why.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of Influencing Skills are happening regularly. For example, the Learner (B) understand their style & how they can adapt it to be more effective in certain situations, and (C) how to increase their personal impact.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of Influencing Skills are happening, but irregularly. For example, the Learner (A) understands the 5 different main types of influencing styles.</p>
0	Not delivering	<p>Influences on a basic level achieving a little</p> <p>No essential qualities of Influencing Skills are being demonstrated: (A) Understanding influencing styles, (B) Adapting their style appropriately, (C) Positive & assertive personal impact, (D) Achieving outcomes beneficial to the majority, (E) Understanding others' perspectives, (F) Providing clarity in ambiguous situations, and (G) Information gathering within a large and diverse network.</p>

Get more people to do what you need done: <http://www.makingbusinessmatter.co.uk/training-courses/influencing-skills-training/>

Competency Framework

Leadership

Level	General Meaning	Leadership is having the ability to inspire others to follow you because they trust you to deliver the best outcome for them and the business. The 7 essential qualities of Leadership are: (A) Understands how personality impacts performance, (B) Challenges the status quo, (C) Inspires others, (D) Creates a vision, (E) Motivates others to continually improve, (F) Exerts positive influence, and (G) Manages ambiguity & change.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 7 of the essential qualities of Leadership are happening regularly. For example, the Learner (F) Builds an extensive and influential network inside and outside the company, and (G) Provides direction and confident decision-making when there is ambiguity and rapid change.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 5 of the essential qualities of Leadership are happening regularly. For example, the Learner (D) Creates & communicates the vision of a transformational future, and (E) Uses a range of motivational strategies tailored to each member of the team.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of Leadership are happening regularly. For example, the Learner (B) Challenges current thinking to develop future strategies, and (C) Inspires trust in others by role modelling positive values and confident behaviours.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of Leadership are happening, but irregularly. For example, the Learner (A) Understands their own & others' psychological type and how that impacts upon performance.</p>
0	Not delivering	<p>A people manager more than a leader</p> <p>No essential qualities of Leadership are being demonstrated: (A) Understands how personality impacts performance, (B) Challenges the status quo, (C) Inspires others, (D) Creates a vision, (E) Motivates others to continually improve, (F) Exerts positive influence, and (G) Manages ambiguity & change.</p>

Lead your team to over achieve their targets: <http://www.makingbusinessmatter.co.uk/training-courses/leadership-training/>

Competency Framework

Learning Skills

Level	General Meaning	Learning Skills is having the ability to know how to, and to practice the ability of learning quickly, learning more, and converting that learning into behavioural change. The 7 essential qualities of Learning Skills are: (A) Understand how to remember more, (B) Understand & use their learning style, (C) Fully engage their line manager, (D) Identify SMART individual learning objectives, (E) Engage in training courses, (F) Repeat learnings to form habits, and (G) Share their learnings with others.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is is able to demonstrate that 7 of the essential qualities Learning Skills are happening regularly. For example, the Learner (F) completes all their sticky pieces & comprehensively, and (G) shares their learnings within 24 hours of learning & meets with their Learning Buddy regularly.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is is able to demonstrate that 5 of the essential qualities Learning Skills are happening regularly. For example, the Learner (D) identifies SMART individual learning objectives, and (E) engages on the training days with questions, and a desire to solve their challenges.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is is able to demonstrate that 3 of the essential qualities Learning Skills are happening regularly. For example, the Learner (B) has understood & knows how to use their learning style to achieve their wants, and (C) fully engages their line manager throughout their learning journey.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of Learning Skills are happening, but irregularly. For example the Learner (A) is able to articulate & apply the forgetting curve, use of mnemonics, keepers/mind maps, etc.</p>
0	Not delivering	<p>Pays lip service to learning</p> <p>No essential qualities of Learning Skills are being demonstrated: (A) Understand how to remember more, (B) Understand & use their learning style, (C) Fully engage their line manager, (D) Identify SMART individual learning objectives, (E) Engage in training courses, (F) Repeat learnings to form habits, and (G) Share their learnings with others.</p>

Help your Learners to learn much more: <http://www.makingbusinessmatter.co.uk/training-courses/learning-to-learn-training-course-outline/>

Competency Framework

Negotiation Skills

Level	General Meaning	Negotiating Skills is having the ability to know that it is more than just discussing just price and involves influencing and persuading the other party by trading variables to achieve a win: win. The 7 essential qualities of Negotiation Skills are: (A) Preparing in a structured way, (B) Able to explore the arena, (C) Know your opponent, (D) Finding common ground, (E) Having confidence, (F) Being persuasive, and (G) Seeking clarity.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 7 of the essential qualities of Negotiation Skills are happening regularly. For example, the Learner (F) understands many ways of how to be persuasive, and (G) seeks clarity using closed questions & summaries.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 5 of the essential qualities of Negotiation Skills are happening regularly. For example, the Learner (D) understands the importance of common ground & how to find it, and (E) has learnt & uses tools for improving their confidence.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of Negotiation Skills are happening regularly. For example, the Learner (B) knows how to explore the arena using open questions, and (C) uses tools to know their opponent.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of Negotiation Skills are happening, but irregularly. For example, the Learner (A) has an effective method of preparing for a negotiation.</p>
0	Not delivering	<p>Negotiates not knowing whether it is right, wrong, or indifferent</p> <p>No essential qualities of Negotiation Skills are being demonstrated: (A) Preparing in a structured way, (B) Able to explore the arena, (C) Know your opponent, (D) Finding common ground, (E) Having confidence, (F) Being persuasive, and (G) Seeking clarity.</p>

Increase your profits by negotiating better: <http://www.makingbusinessmatter.co.uk/training-courses/negotiation-skills-training-course-outline/>

Competency Framework

Networking

Level	General Meaning	
		Networking is having the ability to create a trusted and useful group. It can be one of the greatest assets in business. It doesn't replace talent, but the person who networks has a far greater chance of that talent being recognised and remembered. The 7 essential qualities of Networking are: (A) Recognising current networks, (B) Identifying potential new networks, (C) Knowing your stakeholders, (D) Making small promises & keeping to them, (E) Being curious by asking open questions, (F) Offering own support proactively, (G) Delivering a short 'elevator speech' to make you memorable.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 7 of the essential qualities of Networking are happening regularly. For example, the Learner (F) offers own expertise and support to others before being asked, and (G) has formulated a short statement that raises the chances of them being remembered once met.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 5 of the essential qualities of Networking are happening regularly. For example, the Learner (D) agrees to do small things that have a value for others, and (E) shows a genuine curiosity for understanding others and building rapport with them by asking really skilful open questions.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of Networking are happening regularly. For example, the Learner (B) looks outwards at new networks that might support their learning and (C) can list their stakeholders and identify their current needs and pressures.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of Networking are happening, but irregularly. For example, the Learner (A) can identify their current networks, and the value that all parties get from them.</p>
0	Not delivering	<p>Does not network</p> <p>No essential qualities of Networking are being demonstrated: (A) Recognising current networks, (B) Identifying potential new networks, (C) Knowing your stakeholders, (D) Making small promises & keeping to them, (E) Being curious by asking open questions, (F) Offering own support proactively, (G) Delivering a short 'elevator speech' to make you memorable.</p>

Network to achieve your goals: <http://www.makingbusinessmatter.co.uk/training-courses/executive-coaching-from-uk-grocery-industry-coaches/>

Competency Framework

People Management

Level	General Meaning	
		People Management is having the ability to continuously improve team performance and enable individuals to maximise their contribution to the business. The 7 essential qualities of People Management are: (A) Giving & receiving performance enhancing feedback, (B) Setting clear performance expectations, (C) Conducting challenging performance conversations, (D) Coaching individuals toward improved performance, (E) Delegating tasks, (F) Motivating others, and (G) Adapting leadership style.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 7 of the essential qualities of People Management are happening regularly. For example, the Learner (F) understands the different ways of motivating individuals in the team, and (G) adapts their own leadership style according to individual levels of competence & commitment to the task.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 5 of the essential qualities of People Management are happening regularly. For example, the Learner (D) is coaching individuals to overcome challenges, identify solutions & make decisions, and (E) identifying appropriate responsibilities to delegate to whom & when.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of People Management are happening regularly. For example, the Learner (B) is regularly developing SMART performance objectives with the team, and (C) has conversations to understand why objectives, or performance requirements, are not being met</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of People Management are happening, but irregularly. For example, the Learner (A) is providing others with, & asking others for, positive & developmental feedback.</p>
0	Not delivering	<p>A functional people manager</p> <p>No essential qualities of People Management are being demonstrated: (A) Giving & receiving performance enhancing feedback, (B) Setting clear performance expectations, (C) Conducting challenging performance conversations, (D) Coaching individuals toward improved performance, (E) Delegating tasks, (F) Motivating others, and (G) Adapting leadership style.</p>

Get the most from your people: <http://www.makingbusinessmatter.co.uk/training-courses/people-management-course/>

Competency Framework

Presentation Skills

Level	General Meaning	Presentation Skills is having the ability to confidently deliver an engaging message to a group of people which achieves the objectives. The 7 essential qualities of Presentation Skills are: (A) Thorough preparation of content, (B) Structuring content logically, (C) Managing nerves, (D) Engaging your audience, (E) Delivering presentation objectives, (F) Positively influencing the audience, and (G) Responding to audience needs.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 7 of the essential qualities of Presentation Skills are happening regularly. For example, the Learner (F) influences the audience to change behaviour, or to agree to recommendations, and (G) responds to audience questions & challenges competently.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 5 of the essential qualities of Presentation Skills are happening regularly. For example, the Learner (D) is engaging the audience with anecdotes & use of open questions, and (E) meeting audience needs through achievement of relevant presentation objectives.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of Presentation Skills are happening regularly. For example, the Learner (B) can start & end the presentation with impact and use the 'Power of 3' within the main body, and (C) recognises the impact of nerves on the quality of delivery & uses learnt tools to manage them.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of Presentation Skills are happening, but irregularly. For example, the Learner (A) is focussing on the 'Why', 'Who', 'What', and 'How' elements of preparation.</p>
0	Not delivering	<p>Little, or no, engagement when presenting</p> <p>No essential qualities of Presentation Skills are being demonstrated: (A) Thorough preparation of content, (B) Structuring content logically, (C) Managing nerves, (D) Engaging your audience, (E) Delivering presentation objectives, (F) Positively influencing the audience, and (G) Responding to audience needs.</p>

Engage your audience much better: <http://www.makingbusinessmatter.co.uk/training-courses/presentation-skills-training/>

Competency Framework

Self Confidence

Level	General Meaning	Self confidence is having the ability to believe in yourself, and being comfortable in your own skin. It is also about being able to act confident before you feel it. The 7 essential qualities of Self Confidence are: (A) Identifying what erodes self-confidence, (B) Understanding the link between belief & behaviour, (C) Identifying where negative beliefs come from & how to over-write them, (D) Recognising the difference between positive & negative self-talk, (E) Using affirmations, (F) Visualising effective performance, (G) Stating one's skills and achievements with pride and conviction.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 7 of the essential qualities of Self Confidence are happening regularly. For example, the Learner (F) uses visualisation techniques to achieve a more effective result and (G) can talk about their skills and achievements with conviction.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 5 of the essential qualities of Self Confidence are happening regularly. For example, the Learner (D) knows when they are talking to themselves positively or negatively, and (E) has at least one affirmation they use to create an instant demonstration of confidence when needed.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of Self Confidence are happening regularly. For example, the Learner (B) sees that what they believe about themselves shows in what they do and say (behaviour), and (C) recognise that they hold certain beliefs that serve them well, and others that don't and can be over-written.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of Self Confidence are happening, but irregularly. For example, the Learner (A) can identify what erodes their self-confidence & overcome those issues.</p>
0	Not delivering	<p>Shows little self confidence</p> <p>No essential qualities of Self Confidence are being demonstrated: (A) Identifying what erodes self- confidence, (B) Understanding the link between belief & behaviour, (C) Identifying where negative beliefs come from & how to over-write them, (D) Recognising the difference between positive & negative self-talk, (E) Using affirmations, (F) Visualising effective performance, (G) Stating one's skills and achievements with pride and conviction.</p>

Feel more confident: <http://www.makingbusinessmatter.co.uk/training-courses/executive-coaching-from-uk-grocery-industry-coaches/>

Competency Framework

Teamwork

Level	General Meaning	Teamwork is about a group of people that deliver more value & more quickly than a group of individuals. The 7 essential qualities of Teamwork are: (A) Having a common purpose, (B) Crystal clear roles, (C) Accepted leadership, (D) Effective processes, (E) Trustworthy relationships, (F) Excellent communication, and (G) Feeding back to each other.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Group is able to demonstrate that 7 of the essential qualities of Teamwork are happening regularly. For example, the Group (F) has communicates very well to each other day-to-day, and (G) feeds back to each other regularly.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Group is able to demonstrate that 5 of the essential qualities of Teamwork are happening regularly. For example, the Group (D) has structure on what is to be done that is effective, and (E) the relationships across all members of the group are trusting.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The group is able to demonstrate that 3 of the essential qualities of Teamwork are happening regularly. For example, the Group has (B) roles for each person that have clarity for everyone, and (C) the group accept the leader & temporary leaders might run projects/other pieces of work.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Group is able to demonstrate that some of the essential qualities of Teamwork are happening, but irregularly. For example, the Group (A) has a common purpose that they are all bought into delivering and dependant upon each other.</p>
0	Not delivering	<p>Described more as a group than as a team</p> <p>No essential qualities of Teamwork are being demonstrated: (A) Having a common purpose, (B) Crystal clear roles, (C) Accepted leadership, (D) Effective processes, (E) Solid relationships, (F) Excellent communication, and (G) Feeding back to each other.</p>

Achieve more as a team with our Team Building product: <http://www.makingbusinessmatter.co.uk/training-courses/team-building-training-course-outline/>

Competency Framework

Time Management

Level	General Meaning	Time Management is having the ability to get things done effectively and efficiently, which means the right things done at the right time, with the appropriate amount of time spent on them. The 7 essential qualities of Time Management are: (A) Identifying & understanding why the Learner is on the payroll, (B) Using a Project List, (C) Writing a plan each day, (D) Focusing on one task until it is complete, (E) Not putting off tasks that need to be done, (F) Managing emails effectively, and (G) Having a Time Management system of the 7 Gateways.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 7 of the essential qualities of Time Management Skills are happening regularly. For example, the Learner (F) uses the 4D tool to manage emails effectively & has the supporting infrastructure, and (G) is constantly evolving their time management system to be better.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 5 of the essential qualities of Time Management are happening regularly. For example, the Learner (D) is disciplined to focus on each task until it is done, not multi-tasking, and (E) understands why they procrastinate & how to overcome it.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of Time Management are happening regularly. For example, the Learner (B) has created & uses a project list, and (C) writes a list of tasks each day for the day ahead.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of Time Management are happening, but irregularly. For example, the Learner (A) is able to share their SMART KPI's and KRA's.</p>
0	Not delivering	<p>Reactive to what happens each day</p> <p>No essential qualities of Time Management being demonstrated: (A) Identifying & understanding why the Learner is on the payroll, (B) Using a Project List, (C) Writing a plan each day, (D) Focusing on one task until it is complete, (E) Not putting off tasks that need to be done, (F) Managing emails effectively, and (G) Constantly evolving their time management system.</p>

Deliver more work that delivers your KPI's: <http://www.makingbusinessmatter.co.uk/training-courses/time-management-training-course-outline/>