



## Competency Framework & Performance Zones

## Summary of SGS Competencies

Business Focus	
<b>Customer Focus</b>	Seeks to understand, meet and exceed external and internal customer needs. Is personally committed to delivering a consistently high quality service to the customer. Encourages colleagues to adopt same attitude towards customers.
<b>Commercial Orientation</b>	Demonstrates a focused concern for creating value and maximising efficiencies. Understands financial implication of actions taken and maintains strict control of factors impacting on financial performance.
<b>Business Development</b>	Recognises revenue-generating opportunities and uses knowledge to sell relevant SGS services. Is able to strengthen and expand profitable customer relationships based on our integrity and expertise.
Thinking Ability	
<b>Analytical Reasoning</b>	Seeks relevant information to solve problems and make informed decisions. Undertakes critical evaluation of evidence and information (both verbal and written) in a logical and consistent manner. Generates creative and effective solutions that add value to the customer and SGS.
<b>Management Planning</b>	Develops clear strategies to achieve objectives in line with overall business direction. Prioritises and schedules time effectively. Anticipates opportunities and influences and can adapt plans and strategies as appropriate. Effectively uses performance management techniques to manage personal objectives and the ongoing performance of others.
<b>Decisiveness</b>	Is proactive and able to take the initiative. Makes firm decisions and is prepared to take risks where appropriate. Is willing to commit to action and be held accountable for the outcome.
Interpersonal Effectiveness	
<b>Leadership</b>	Defines clear objectives in line with the overall business direction. Leads by example, demonstrating high standards of personal integrity. Promotes a performance-driven culture within the team through effective use of performance management techniques. Is able to adopt a range of effective leadership styles as appropriate. Not afraid to tackle difficult situations, resolve conflict and manage under-performance.
<b>Teamwork</b>	Co-operates and works well with others to achieve business aims. Enables and supports a sense of team spirit, encouraging an environment of open communication and sharing of information. Actively looks to foster co-operation across other business units and/or functions.
<b>Building Relationships</b>	Interacts with others in a positive way and builds rapport. Is an effective listener and seeks to understand and show respect for the views of other people and other cultures. Builds and maintains networks and positive working relationships both inside and outside SGS.
<b>Communication</b>	Written and verbal communication is clear and succinct. Communicates relevant information on a timely basis and in a style and format suitable to the audience and situation. Ensures understanding. Actively listens, consults and involves others as appropriate.
Personal Effectiveness	
<b>Drive &amp; Resilience</b>	Maintains high levels of enthusiasm and commitment to the realisation of personal, team and group objectives. Is motivated by the achievement of results and seeks to overcome challenges. Stays calm, self-controlled and positive under pressure.
<b>Change Orientation</b>	Flexible and adaptable approach to work. Generates new solutions for delivering services and workings practises in a changing environment. Not afraid to challenge the status quo or accepted norms. Acknowledges the need for continuous improvement.
Technical Knowledge	
<p>Individual is competent and qualified to fulfil technical requirements of their particular role, including statutory and regulatory requirements. Keeps up to date with matters relating to own field and is committed to continuous learning and enhancing technical expertise.</p> <p>As requirements will be role specific, there can be no generic performance indicators for Technical Knowledge and these should be developed locally or by the relevant Business, as appropriate.</p> <p>A line manager should have a very clear idea about the areas of technical knowledge required for a role and the levels of expertise, particularly statutory and regulatory. Please note there will also be roles that require mandatory technical knowledge for which degrees of ability do not apply, and without which an individual cannot fulfil their responsibilities.</p>	

## Customer Focus

*Seeks to understand, meet and exceed external and internal customer needs. Is personally committed to delivering a consistently high quality service to the customer. Encourages colleagues to adopt same attitude towards customers.*

<b>Development Zone</b>	<ul style="list-style-type: none"> <li>Does not place enough emphasis on, or encourage good customer service.</li> <li>Does not always listen or respond to customer requirements, and can be prone to making ill-informed assumptions regarding their needs.</li> <li>Places little priority on customer satisfaction.</li> <li>Tends to react to specific customer requests only.</li> <li>Could present a more positive and consistent image to internal/external customers.</li> <li>Infrequent and ineffective communication with customers; lack of commitment to building productive working relationships.</li> </ul>
<b>Achievement Zone</b>	<ul style="list-style-type: none"> <li>Places a high priority on levels of customer service and positively promotes the importance of good customer service within the team.</li> <li>Always strives to present a positive image to customers.</li> <li>Willing to listen and understand the customer's needs and actively seeks to feedback relevant information.</li> <li>Regularly makes recommendations for improvements in standards of customer service.</li> <li>Works to understand and meet customer expectations.</li> <li>Seeks to build longer term relationships with customers over and above everyday transactions.</li> <li>Makes customers feel valued.</li> </ul>
<b>Exceptional Zone</b>	<ul style="list-style-type: none"> <li>Is aware that customer service is a fundamental part of the business' success, and is determined to ensure customer satisfaction.</li> <li>Promotes a 'can do' culture in terms of responding to customer needs.</li> <li>Anticipates customer needs and ensures that appropriate action is taken to assure satisfaction.</li> <li>Proactively seeks to communicate with customers to ensure issues are not overlooked and maintain/strengthen the on-going relationship.</li> <li>Exceeds customer needs whilst adhering to internal controls.</li> <li>Establishes a professional and progressive relationship with key influences in client organisations.</li> <li>Adapts company policy/procedures as a result of customer feedback.</li> </ul>

<b>Examples of unacceptable Behaviour or Actions</b>	<ul style="list-style-type: none"> <li>Views the customer as an inconvenience and accordingly does not respond positively to their needs.</li> <li>Ignoring a customer complaint or request.</li> <li>Being rude or offensive towards the customer.</li> <li>Behaving in a manner that does not engender or promote good customer relations.</li> <li>Does not respect client confidentiality and openly discusses negative views or perceptions of the customer.</li> <li>Fails to follow or pay due regard to the customer's established working practises or procedures.</li> </ul>
--	--

## Commercial Orientation

*Demonstrates a focused concern for creating value and maximising efficiencies. Understands financial implication of actions taken and maintains strict control of factors impacting on financial performance.*

<b>Development Zone</b>	<ul style="list-style-type: none"> <li>• Demonstrates little or no concern for financial performance of the business.</li> <li>• Appears oblivious to commercial opportunities and threats.</li> <li>• Little or no awareness of external influences on the business.</li> <li>• Does not see the importance of their role within the wider business.</li> <li>• Pays little attention to costs and budgets in fulfilling their role.</li> <li>• An inadequate knowledge of the legal or regulatory environment.</li> </ul>
<b>Achievement Zone</b>	<ul style="list-style-type: none"> <li>• Concerned to ensure the business maintains a sound financial performance.</li> <li>• Is aware of current and potential commercial opportunities and threats.</li> <li>• Is interested in external influences on the business, e.g. the activity of major competitors and market trends.</li> <li>• Has an understanding of the SGS business as a whole and appreciates how their role can contribute to commercial performance.</li> <li>• Seeks to ensure that costs are minimised and budgets are met, or exceeded, in fulfilling their role.</li> <li>• Demonstrates an awareness of key legislation and regulations relevant to their role.</li> </ul>
<b>Exceptional Zone</b>	<ul style="list-style-type: none"> <li>• Understands key influences on profitability and translates knowledge into sound business decision making.</li> <li>• Always spots potential to grow and strengthen the business and uses commercial awareness to generate new business opportunities.</li> <li>• Proactively uses knowledge of external influences to effect appropriate internal change and ensure business performance is maintained or enhanced.</li> <li>• Recognises the potential for synergy between different parts of the business and uses this to increase effectiveness wherever possible.</li> <li>• Proactively seeks to develop systems and processes to reduce costs and maximise efficiency.</li> <li>• Looks for areas of added value that contribute to business performance.</li> </ul>

<b>Examples of unacceptable Behaviour or Actions</b>	<ul style="list-style-type: none"> <li>• Fails to react to commercial opportunities or threats.</li> <li>• Incurs excessive costs and rarely meets financial targets when carrying out role.</li> <li>• Allows personal considerations to unreasonably compromise business performance.</li> <li>• Abuses or neglects company resources or assets.</li> <li>• High levels of non-chargeable work or instances of chargeable work not appropriately invoiced.</li> </ul>
--	---

## Business Development

*Recognises revenue-generating opportunities and uses knowledge to sell relevant SGS services. Is able to strengthen and expand profitable customer relationships based on our integrity and expertise.*

<b>Development Zone</b>	<ul style="list-style-type: none"> <li>Often misses opportunities to capitalise on a sales lead.</li> <li>Rarely able to persuade potential customers to chose SGS.</li> <li>Does not recognise cross selling opportunities.</li> <li>Unable to adapt and sell SGS products and services in response to unique customer requirements.</li> <li>Reluctant to ask customer for the business or close the sale.</li> <li>Enters into contracts or agreements without due consideration for potential liabilities, have not factored in all costs and have been priced incorrectly.</li> <li>Reluctant to look beyond selling established services to existing or new customers.</li> </ul>
<b>Achievement Zone</b>	<ul style="list-style-type: none"> <li>Seizes all viable opportunities to expand the business.</li> <li>Builds a relationship of trust and confidence with potential and existing customers to ensure SGS is the preferred supplier.</li> <li>Able to overcome rejection and deal with subsequent customers in a consistent and positive manner.</li> <li>Adopts a flexible approach to selling, with the ability meet individual customer needs and promote additional SGS services.</li> <li>Has confidence to negotiate effectively with the customer and close a mutually beneficial sale.</li> <li>Uses all available resources and expertise to ensure tenders and subsequent contracts are deliverable, competitive, profitable and sustainable.</li> <li>Open and willing to suggest areas where the SGS portfolio of products and services could be expanded.</li> </ul>
<b>Exceptional Zone</b>	<ul style="list-style-type: none"> <li>Regularly generates new revenues using effective selling techniques.</li> <li>Consistently able to expand the business in the short term e.g. negotiating new and improved contracts, selling bolt-on services, capitalising on competitor weaknesses, etc.</li> <li>Consistently able to expand the business in the medium to long term by developing strategies to grow the business through the effective tendering, acquisitions and progressing viable opportunities for new market penetration.</li> <li>Able to successfully project-manage large and complex business development activity (including forming and leading a competent project team).</li> <li>Extremely confident when inter-acting with customers, in both familiar and unfamiliar contexts and sectors.</li> </ul>

<b>Examples of unacceptable Behaviour or Actions</b>	<ul style="list-style-type: none"> <li>Failure to generate any additional revenues over a sustained period.</li> <li>Rejecting sales opportunities without a justifiable reason.</li> <li>Offering unsustainable levels of discount to a customer without due cause (i.e. other than for agreed strategic purposes).</li> <li>Entering into contracts to provide services without sufficient research and consideration of all costs, ability to deliver, potential liabilities, levels of profitability, etc.</li> <li>Entering into transactions that do not have a legitimate SGS business purpose.</li> </ul>
--	---

## Analytical Reasoning

*Seeks relevant information to solve problems and make informed decisions. Undertakes critical evaluation of evidence and information (both verbal and written) in a logical and consistent manner. Generates creative and effective solutions that add value to the customer and SGS.*

<b>Development Zone</b>	<ul style="list-style-type: none"> <li>• Doesn't always adopt a common sense and objective approach to making decisions. Tendency to allow personal opinion or interests to dictate decisions.</li> <li>• Not easily able to determine the root cause(s) of a problem or appreciate wider considerations due to a pre-occupation with minute details.</li> <li>• Inability to think laterally.</li> <li>• Makes decisions without due consideration of the facts and potential implications.</li> <li>• Prone to making errors when analysing verbal &amp; written data.</li> <li>• Behaves in a reactive manner; solves immediate problems only.</li> <li>• Tolerates recurring problems without desire to seek a solution.</li> </ul>
<b>Achievement Zone</b>	<ul style="list-style-type: none"> <li>• Approaches most issues or problems with objectivity and common sense, showing high degree of impartiality.</li> <li>• Attempts to acquire all relevant facts and understand implications before solving problems.</li> <li>• Examines problems effectively to establish the root cause, but may over-emphasise, or miss, some finer detail on occasion.</li> <li>• Accurately analyses verbal &amp; written data.</li> <li>• Gains a general understanding of the context in which problems have arisen.</li> <li>• Can recognise general underlying patterns and trends when analysing information or issues.</li> <li>• Ability to think laterally.</li> <li>• Has an active desire to solve immediate and recurring problems by identifying the root causes.</li> </ul>
<b>Exceptional Zone</b>	<ul style="list-style-type: none"> <li>• Examines and analyses problems accurately and in their entirety, without over-emphasising or missing any of the finer detail.</li> <li>• Always demonstrates independence of thought, looking at problems in a balanced, detached and objective manner.</li> <li>• Acquires all relevant information where practicable, but can work with partial or decipher conflicting data to solve problems if necessary.</li> <li>• Understands the wider medium and long-term impact of problems/solutions on people and all areas of the business.</li> <li>• Discovers links between apparently unrelated data or problems.</li> <li>• Proactively identifies potential issues or problems the Company may encounter and seeks to solve them before they arise.</li> <li>• Accurately assess the practical feasibility and manage potential risks when finding appropriate solutions.</li> </ul>

<b>Examples of unacceptable Behaviour or Actions</b>	<ul style="list-style-type: none"> <li>• Make rash, ill-informed and inaccurate decisions.</li> <li>• Chooses unacceptable solutions that benefit the individual or department, but damage another or the business as a whole.</li> <li>• Consistently fails to react or take ownership of immediate or re-occurring problems.</li> </ul>
--	---

## Management Planning

*Develops clear strategies to achieve objectives in line with overall business direction. Prioritises and schedules time effectively. Anticipates opportunities and influences and can adapt plans and strategies as appropriate. Effectively uses performance management techniques to manage personal objectives and the ongoing performance of others.*

<b>Development Zone</b>	<ul style="list-style-type: none"> <li>• Works reactively and does not see the value of the planning process.</li> <li>• Rarely anticipates problems or opportunities before they arise.</li> <li>• Fails to adapt plans or strategies in response to the changing needs to the business.</li> <li>• Does not plan for efficient or appropriate use of resources, in line with business goals.</li> <li>• Rarely sets deadlines or monitors progress of self and/or others.</li> <li>• Has difficulty in delegating appropriate tasks.</li> <li>• Finds it difficult to plan and management several projects simultaneously.</li> <li>• Often uses own time and that of others ineffectively.</li> </ul>
<b>Achievement Zone</b>	<ul style="list-style-type: none"> <li>• Develops comprehensive and realistic project plans, monitoring progress against specific objectives and revising them accordingly.</li> <li>• Strategies and plans tend to focus predominantly on the short/medium term.</li> <li>• Identifies the resource and skills that will be required to achieve planned objectives.</li> <li>• Anticipates potential problems or barriers and develops contingency plans.</li> <li>• Makes optimum use of all resources available without exceeding budgeted costs.</li> <li>• Effective planning &amp; time management allows for progression of several tasks or projects at one time.</li> <li>• Generally delegates workload effectively to the appropriate people.</li> </ul>
<b>Exceptional Zone</b>	<ul style="list-style-type: none"> <li>• Uses industry/specialist knowledge and a broad business understanding to contribute to the development of short and long term business plans and strategies.</li> <li>• Anticipates potential changes in circumstances and seeks to build in contingency plans to minimise disruption to the business.</li> <li>• Comfortable when dealing with unforeseen influences or situations requiring plans to be revised.</li> <li>• Sets target dates for deadlines building in a continuous feedback process.</li> <li>• Ensures the optimum utilisation of human resources, demonstrates effective delegation and promotes development opportunities for team members where appropriate.</li> <li>• Is comfortable juggling several plans simultaneously, co-ordinating resources between them effectively and identifying synergies where relevant.</li> <li>• Maintains a balance between daily and future business needs when formulating plans and strategies.</li> <li>• Understand industry/economic trends and how these will impact on business plans.</li> <li>• Prepares thoroughly for all meetings, including the anticipation of arguments, awkward questions and opposition.</li> </ul>

<b>Examples of unacceptable Behaviour or Actions</b>	<ul style="list-style-type: none"> <li>• Absence of any evidence of short/medium term planning.</li> <li>• Consistently fails to meet planned objectives.</li> <li>• Failure to delegate effectively, or in a fair and consistent manner.</li> <li>• Exclusively deals with day-to-day activities without considering longer term issues.</li> <li>• Unwilling to adapt or change to the needs of the business.</li> <li>• Failing to deal effectively with the unexpected – ignores issues and/or panics.</li> <li>• Consistently exceeds budgeted costs.</li> </ul>
--	---

## Decisiveness

*Is proactive and able to take the initiative. Makes firm decisions and is prepared to take risks where appropriate. Is willing to commit to action and be held accountable for the outcome.*

<b>Development Zone</b>	<ul style="list-style-type: none"> <li>• Makes decisions which are uninformed and technically unsound.</li> <li>• Is unwilling to make decisions when under time pressures or when there is no obvious course of action.</li> <li>• Does not carry out appropriate research before making decisions.</li> <li>• Does not consider the implications of decisions on internal and external parties.</li> <li>• Fails to recognise when it is appropriate, or not, to refer to their manager or colleagues before making a decision.</li> <li>• Is unwilling to take the initiative in most situations.</li> <li>• Does not take ownership of decisions once they have been made.</li> <li>• Often very uncomfortable making decisions which directly affect people around them.</li> </ul>
<b>Achievement Zone</b>	<ul style="list-style-type: none"> <li>• Takes appropriate initiative and responsibility for making things happen to the benefit of the organisation.</li> <li>• Is able to make effective decisions quickly when under time pressures.</li> <li>• Ability to determine an appropriate and clear direction during periods of uncertainty and confusion.</li> <li>• Evaluates options with respect to practical feasibility as well as theoretical preference when making business decisions.</li> <li>• Considers key implications of decisions on internal and external parties.</li> <li>• Maintains sufficient knowledge and understanding in area of expertise to ensure effective decisions are made.</li> <li>• Is able to estimate risk effectively when making decisions.</li> <li>• Prepared to justify and defend a decision when confronted with resistance or opposing views.</li> <li>• Open to persuasion where appropriate and willing to change a course of action if necessary.</li> </ul>
<b>Exceptional Zone</b>	<ul style="list-style-type: none"> <li>• Demonstrates exceptional understanding of diverse issues affecting a decision and any potential consequences to allow effective action whilst minimising risk to the organisation.</li> <li>• Builds complex processes to enable effective risk analysis.</li> <li>• Tries to balance potentially conflicting political, ethical and commercial perspectives when making business decisions.</li> <li>• Encourages and coaches others to be decisive.</li> <li>• Has an ability to be decisive in anticipation of opportunities or problems which are not yet widely acknowledged.</li> <li>• Has an intuitive ability to anticipate the need to seek further information before taking a course of action.</li> <li>• Prepared to make unpopular decisions for the future well being of the organisation, in full consideration of the possible negative impact on individuals.</li> </ul>

<b>Examples of unacceptable Behaviour or Actions</b>	<ul style="list-style-type: none"> <li>• Failure to accept, or ignoring, responsibility for making routine decisions in area of expertise.</li> <li>• Repeated poor decisions in day-to-day fulfilment of role.</li> <li>• Not taking responsibility for poor decisions and passing blame to others.</li> <li>• Taking a course of action that directly conflicts with agreed company policy or strategy.</li> </ul>
--	--

## Leadership

*Defines clear objectives in line with the overall business direction. Leads by example, demonstrating high standards of personal integrity. Promotes a performance-driven culture within the team through effective use of performance management techniques. Is able to adopt a range of effective leadership styles as appropriate. Not afraid to tackle difficult situations, resolve conflict and manage under-performance.*

### Development Zone

- Pays little attention to the personal development of others, or the performance management process.
- Does not acknowledge or manage poor performance consistently, often failing to establish root causes and corrective action required.
- Any objectives set tend not to be SMART objectives, which results in the individual and the team losing interest.
- Individual team members are unaware of the Company's expectations due to irregular reviews and a lack of feedback or recognition.
- Does not delegate tasks effectively and is unaware of the workload of the team.
- Finds it difficult to motivate, inspire or empower others. Does not lead by example.
- Poor at communicating the Company's vision and objectives to the team.
- Two-way communication is not actively encouraged.
- Does not demonstrate the link between individual and business performance.

### Achievement Zone

- Manages performance effectively using a range of performance management techniques and tools.
- Agrees training and development plans with team members, giving regular feedback and recognition, to improve performance.
- Establishes and communicates clear objectives and time scales to the team.
- Ensures individual team members are thoroughly briefed on the work that is expected of them and informed of changes in a timely manner.
- Delegates task effectively with specific deadlines for completion. Is conscious of individual's workloads.
- Is able to motivate and lead a team, even through difficult situations and times of conflict.
- Demonstrates integrity and honesty, creating an environment of trust that encourages two way communications. Asks for feedback and advice allowing others to make suggestions and decisions.
- Ensures that the team are aware of how their roles help to achieve the overall business objectives.

### Exceptional Zone

- Proven record of building and supporting a high performing team.
- Continuously encourages individuals to achieve their full potential.
- Creates an inclusive environment in which employees feel empowered and motivated, giving them the confidence to make decisions and suggestions.
- Actively involves team members in objective setting and the planning process to giving them ownership and gain their buy-in.
- Gives constant feedback to others, assisting their personal development at every opportunity; identifying opportunities that fit individuals needs, abilities and aspirations.

### Examples of unacceptable Behaviour or Actions

- Subjective and inconsistent when dealing with people.
- Does not tackle poor performance.
- Objectives and goals of the individual and team are in opposition to those of the business.
- De-motivates the team through a lack of guidance and direction.
- Does not take responsibility for own actions and fails to deal with conflict situations.
- Does not lead by example.

## Teamwork

*Co-operates and works well with others to achieve business aims. Enables and supports a sense of team spirit, encouraging an environment of open communication and sharing of information. Actively looks to foster co-operation across other business units and/or functions.*

<b>Development Zone</b>	<ul style="list-style-type: none"> <li>• Thinks in isolation and does not appreciate the benefits of effective team working.</li> <li>• Does not share relevant knowledge, experience and expertise to assist colleagues in their work.</li> <li>• Occasionally demonstrates behaviour which adversely affects the performance of the team.</li> <li>• Is focused on his/her personal success, not that of the team.</li> <li>• Appears not to enjoy working as part of a team.</li> <li>• Does not appreciate a need for compromise and consensus in effective team working.</li> <li>• Does not promote effective team building or team development.</li> </ul>
<b>Achievement Zone</b>	<ul style="list-style-type: none"> <li>• Actively contributes towards achievement of team objectives.</li> <li>• Develops effective and supportive relationships with colleagues, is cooperative and creates a sense of team spirit.</li> <li>• Demonstrates an awareness of how own behaviour and actions can impact on others.</li> <li>• Is motivated by the success of the team, not just personal gains.</li> <li>• Contributes effectively to team planning and objective setting.</li> <li>• Prepared to challenge team performance and behaviours.</li> <li>• Effectively integrates new members into the team, and encourages cooperation between all team members.</li> <li>• Demonstrates trust in colleagues by allowing them to take responsibility for task completion and decision making.</li> <li>• Appreciates benefits of wider team working and brings together appropriate groups of people to achieve organisational objectives.</li> </ul>
<b>Exceptional Zone</b>	<ul style="list-style-type: none"> <li>• Leads or forms part of a team(s) that regularly exceeds expectations.</li> <li>• Sets an example to the team by demonstrating high personal standards and public commitment to team goals.</li> <li>• Consistently contributes to building an environment of trust and cooperation within the team.</li> <li>• Inspires and enthuses greater achievement from team members.</li> <li>• Creates a wider sense of team spirit within and across the business.</li> <li>• Brings together appropriate people and establishes processes that ensure effective team working becomes an endemic part of day-to-day behaviour.</li> <li>• Recognises the wider context in which own team/department is operating.</li> </ul>

<b>Examples of unacceptable Behaviour or Actions</b>	<ul style="list-style-type: none"> <li>• Projects a negative attitude about the working environment and complains rather than offering constructive suggestions and feedback.</li> <li>• Allows personal behaviour to adversely affect the performance of the team.</li> <li>• Ignores team objectives.</li> <li>• Takes advantage of team ethos by allowing others to shoulder the burden of responsibility and workload.</li> </ul>
--	---

## Building Relationships

*Interacts with others in a positive way and builds rapport. Is an effective listener and seeks to understand and show respect for the views of other people and other cultures. Builds and maintains networks and positive working relationships both inside and outside SGS.*

<b>Development Zone</b>	<ul style="list-style-type: none"> <li>• Has difficulty, or is uncomfortable in building relationships with people at different levels.</li> <li>• Does not recognise the value of positive working relationships either outside or within his/her own domain.</li> <li>• Fails to respect other people's values and/or cultural background.</li> <li>• Shows little interest in the opinions of others.</li> <li>• Has a tendency to blame other people for mistakes.</li> <li>• Does not pick up cues from others or attempt to understand their wants or needs.</li> </ul>
<b>Achievement Zone</b>	<ul style="list-style-type: none"> <li>• Willing and able to build effective working relationships with colleagues and customers alike.</li> <li>• Is comfortable and effective in overcoming difficult relationships.</li> <li>• Appreciates the importance of building networks within and outside SGS.</li> <li>• Uses a basic understanding and respect of different values and cultures to build effective relationships.</li> <li>• Actively demonstrates an interest and respect for others' opinions.</li> <li>• Takes a supportive stance and does not blame others for genuine mistakes.</li> <li>• Has ability to understand what motivates other people and uses knowledge to foster a good relationship.</li> </ul>
<b>Exceptional Zone</b>	<ul style="list-style-type: none"> <li>• Easily able to develop and maintain effective relationships at all levels of the organisation, and with industry leaders and experts.</li> <li>• Builds relationships with others in order to have a positive influence on their commitment to proposed business plans and ideas, and to negotiate beneficial agreements.</li> <li>• Demonstrates a sophisticated understanding of others' cultures, values and motivations in order to anticipate approach needed in building the relationship.</li> <li>• Respects the need for integrity and confidentiality in all relationships.</li> <li>• Proactively seeks to build wide personal networks to promote the interests of self and the Company.</li> <li>• Able to communicate difficult or negative messages to individuals whilst maintaining a professional working relationship.</li> </ul>

<b>Examples of unacceptable Behaviour or Actions</b>	<ul style="list-style-type: none"> <li>• Acting in a manner that is discriminatory or disrespectful to others (either directly or indirectly).</li> <li>• Using abusive language towards colleagues or clients.</li> <li>• Ignoring other peoples' opinions or perspectives to the detriment of business performance.</li> <li>• Blaming somebody else for your own mistakes.</li> </ul>
--	--

## Communication

*Written and verbal communication is clear and succinct. Communicates relevant information on a timely basis and in a style and format suitable to the audience and situation. Ensures understanding. Actively listens, consults and involves others as appropriate.*

<b>Development Zone</b>	<ul style="list-style-type: none"> <li>• Has not overcome basic insecurities and resultant reticence when communicating at most levels.</li> <li>• Fails to recognise the importance of informal face-to-face communication and doesn't demonstrate fundamental social skills.</li> <li>• Verbal communication is not clear or concise, and does not seek feedback or check understanding.</li> <li>• Unable to adapt communication style to match particular context or situation (verbal &amp; written).</li> <li>• Written communications tend to be poorly constructed and presented, with inappropriate use of language.</li> <li>• Tendency to use inappropriate form of communication for a particular purpose (e.g. sending lengthy, or very short, e-mails when verbal communication would be more efficient or effective).</li> <li>• Does not keep relevant people up-to-date with key information in a timely manner.</li> <li>• Does not demonstrate effective listening skills.</li> </ul>
<b>Achievement Zone</b>	<ul style="list-style-type: none"> <li>• Is comfortable speaking directly to individuals or small groups in most contexts dealing with familiar and unfamiliar subject matter.</li> <li>• Appreciates the importance of two-way communication.</li> <li>• Chooses the methods of available communication most likely to secure effective results and does this on a timely basis.</li> <li>• Demonstrates an ability to simplify complex information where necessary and communicate salient points without unnecessary jargon.</li> <li>• Speaks in a clear and articulate manner ensuring there is a relevant level of understanding; listens to views and opinions expressed by the audience.</li> <li>• Understands potential effects of body language and tone of voice (verbal).</li> <li>• Presents well-reasoned arguments to gain commitment.</li> <li>• Writes effective and appropriate correspondence.</li> <li>• Listens to what is said and is sensitive to others' reactions.</li> <li>• Keeps interested parties informed and up-to-date of relevant information and project progress.</li> </ul>
<b>Exceptional Zone</b>	<ul style="list-style-type: none"> <li>• Extremely comfortable and competent in communicating at all levels and in all contexts.</li> <li>• Chairs effective meetings, encouraging participation and gives confidence to others to challenge accepted norms and assumptions.</li> <li>• Able to present complex and contentious material to large groups both within and external to the organisation.</li> <li>• Demonstrates high levels of consistency in selecting most effective communication mediums.</li> <li>• Ensures formal and informal channels of communication are established between different groups to keep all individuals informed.</li> </ul>

<b>Examples of unacceptable Behaviour or Actions</b>	<ul style="list-style-type: none"> <li>• Withholds information and does not communicate without any justification.</li> <li>• Is dismissive and does not listen or respond to recipients.</li> <li>• Does not maintain confidentiality when required.</li> <li>• Is evasive and insincere in communicating with others; gives inconsistent and confusing information that frustrates individuals and hinders progress.</li> <li>• Is aggressive and confrontational.</li> <li>• Uses inappropriate and offensive language.</li> </ul>
--	---

## Drive & Resilience

*Maintains high levels of enthusiasm and commitment to the realisation of personal, team and group objectives. Is motivated by the achievement of results and seeks to overcome challenges. Stays calm, self-controlled and positive under pressure.*

<b>Development Zone</b>	<ul style="list-style-type: none"> <li>• Demonstrates low levels of motivation and enthusiasm in their day-to-day activities; has a 'can't do' attitude to anything outside basic requirements of the job.</li> <li>• Becomes despondent easily and does not remain positive in the face of challenges and obstacles.</li> <li>• Becomes ineffective in a crisis and gives up easily.</li> <li>• Is unwilling to learn and adapt to new situations and tasks, or to take on additional duties.</li> <li>• Allows personal issues and attitudes to influence job performance.</li> <li>• Does not handle negative feedback well and is over-sensitive to criticism.</li> <li>• Fails to monitor own progress towards achievement of personal objectives.</li> <li>• Easily becomes anxious or stressed when under pressure, and has a tendency to express inappropriate emotions in such circumstances.</li> </ul>
<b>Achievement Zone</b>	<ul style="list-style-type: none"> <li>• Generally adopts a 'can do' attitude and is motivated to perform at a consistently high level.</li> <li>• Able to bounce back and respond positively to negative criticism.</li> <li>• Actively seeks to analyse own performance, recognise personal limitations and learn from mistakes.</li> <li>• Can control emotions effectively and does not allow performance to decline in difficult and pressured situations.</li> <li>• Demonstrates calmness and tenacity during times of crisis.</li> <li>• Generally adopts a positive and optimistic approach and is able to overcome most obstacles.</li> <li>• Accepts and copes with necessary increases in work volume in a positive manner.</li> <li>• Is keen to take on new challenges and learning opportunities in order to further his/her development or career.</li> <li>• Proactively uses available tools and resources to meet own development needs (i.e. does not always wait for other people to identify these).</li> </ul>
<b>Exceptional Zone</b>	<ul style="list-style-type: none"> <li>• Is results focused and does not allow distractions to detract from main objectives.</li> <li>• Encourages feedback and constructive criticism in order to monitor and improve performance.</li> <li>• Remains calm and collected in the most extreme of circumstances and is able to ease the anxieties of others.</li> <li>• Is able to retain a positive outlook despite any significant setbacks.</li> <li>• Is tenacious and searches out alternative solutions in the face of obstacles and problems.</li> <li>• Shows high levels of self-control and maintains confidence and credibility at all times.</li> <li>• Recognises importance of own self-development and is pro-active in creating a personal development plan and review progress against associated objectives.</li> </ul>

<b>Examples of unacceptable Behaviour or Actions</b>	<ul style="list-style-type: none"> <li>• Refusing to progress with objectives at the first hurdle without seeking help or direction.</li> <li>• Refusing to progress agreed objectives.</li> <li>• Refusing to carry out reasonable tasks, instruction or development activities.</li> <li>• Allowing pressures and frustrations to manifest themselves through aggressive and offensive behaviour towards others.</li> </ul>
--	---

## Change Orientation

*Flexible and adaptable approach to work. Generates new solutions for delivering services and workings practises in a changing environment. Not afraid to challenge the status quo or accepted norms. Acknowledges the need for continuous improvement.*

<b>Development Zone</b>	<ul style="list-style-type: none"> <li>• Shows resistance to new ideas and change.</li> <li>• Fails to see the benefit of change to the Company and employees and that change can often be the key to business success.</li> <li>• Does not proactively look for new and better ways to carry out their role.</li> <li>• Does not recognise the need for continuous improvement.</li> <li>• Is content with the status quo.</li> <li>• Shows an inflexible and stubborn attitude to manager and colleagues.</li> <li>• Often shows signs of stress and low levels of resilience during periods of change.</li> <li>• Lacks a sense of urgency when immediate change is required and fails to anticipate future changes.</li> </ul>
<b>Achievement Zone</b>	<ul style="list-style-type: none"> <li>• Is open and responsive to change.</li> <li>• Challenges current working practices and makes recommendations for how they can be improved.</li> <li>• Welcomes innovation and the sharing of ideas.</li> <li>• Applies previous experience to current situations to identify areas for improvement.</li> <li>• Changes procedures to ensure problems do not re-occur.</li> <li>• Balances enthusiasm for new ideas with sound research into their feasibility.</li> <li>• Often engages and involves people likely to be affected by change to minimise potential resistance and fear.</li> <li>• Actively encourages others to generate business ideas and to give feedback on their own ideas.</li> <li>• Respects and supports agreed change programmes despite some personal reservations.</li> </ul>
<b>Exceptional Zone</b>	<ul style="list-style-type: none"> <li>• Encourages change in order to improve organisational efficiency and create value.</li> <li>• Able to think laterally, and at times radically, to solve problems.</li> <li>• Is proactive in setting up mechanisms to monitor the effectiveness of current working practices.</li> <li>• Demonstrates forward thinking and recognises when current practices will not be sufficient to meet future business needs.</li> <li>• Creates an environment where individuals are rewarded for innovation.</li> <li>• Ensures business processes and procedures do not inhibit necessary change.</li> <li>• Understands the detrimental effect on the organisation and employees of constant unnecessary change.</li> <li>• Appreciates that the commitment of employees is key to the success of any change programme and carries out a range of activities to encourage employee involvement.</li> </ul>

<b>Examples of unacceptable Behaviour or Actions</b>	<ul style="list-style-type: none"> <li>• Actively undermines agreed change programmes.</li> <li>• Initiates unplanned, ill-conceived and unnecessary change.</li> <li>• Ignores the effect of change on others and is Intolerant of the opinions, concerns and reactions of colleagues.</li> <li>• Fails to initiate change despite an obvious and urgent need.</li> </ul>
--	--