

# COMPETENCY PROFILE -

***SENIOR MANAGEMENT BAND***

SAMPLE  
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## COMPETENCY PROFILE SUMMARY – TOP MANAGEMENT

	SVP LGR	SVP LGL	SVP OP	SVP TRA	COO	VP CNT	VP LOC	VP FLM	VP CBB	VP CBN	VP R&AA	VP R&R
Strategic Thinking & Business Expertise	C	I	C	I		I	I	I			I	I
	D	D	D	D		D	D	D			D	D
[REDACTED]	C	C	C	I		C	I	C			I	C
	D	D	D	D		D	D	D			D	D
[REDACTED]	I	I	C	C		I	I	C			I	I
	D	D	D	D		P->D	D	D			D	D
[REDACTED]	C	C	I	I		C	C	I			I	I
	D	D	D	D		D	D	P->D			D	D
Problem Solving & Decision Making	C	C	I	C		I	C	C			C	C
	D	D	P->D	D		D	D	D			D	D
Communication	I	I	I	I		C	C	I			I	I
	D	P->D	P->D	D		D	D	P->D			P	P
Continuous Improvement	I	I	I	I		I	I	I			I	I
	D	D	D	D		P->D	P->D	D			D	D
[REDACTED]	I	I	I	I		I	I	I			C	I
	D	D	D	D		P	D	P->D			D	D
[REDACTED]	I	I	I	I		I	I	I			I	C
	D	D	D	D		D	P->D	P->D			P->D	D

## SVP - LGL

Competency	Profile	Key Elements	Method of Assessment	Critically to be looked at for this Profile*
Strategic Thinking & Business Expertise	C	Viewing the business in totality, ability to, linkages between macro and micro level parameters, drawing up business plans and coaching others in the process	Case Study: Banco Ganadero	
	D			
	C	Leading and motivating others, resolving issues and conflicts, providing direction and creative tension, achieving results, and developing others	Case Study: Louis Grestner and IBM	
	D			
	I	Establishing goals and objectives, planning and organizing work, and time management	In Basket Exercise	
	D			
	C	Total customer orientation, providing customer delight, building CFT and addressing internal and external customer needs	Case Study: Louis Grestner and IBM Instrument: Team Role Audit	
	D			
Problem Solving & Decision Making	C	Systemic Approach, problems as sources of opportunities, creativity & innovation, risk taking and knowledge capture and documentation	Case Study Instrument : Cognitive Styles	
	D			
Communication	I	Preparing information content, communicating information in his/her areas of work	Case Presentations	
	D			
Continuous Improvement	I	Benchmarking, process improvement and application of technology for processes	Interaction/Interview	
	D			
	I	Objective approach, manage stressful situations, equipoise and composure	Instrument : Open Jung Interaction/Interview	
	D			
	I	Enterprising, optimistic, and positive orientation, establish goals and create 'creative tension'	Instrument : MBTI Interaction/Interview	
	D			

Note: The elements described in column 3 are those pertaining to the level of required proficiency for that competency.