



Steria Competency Framework

1 Leading and developing high calibre people and living the Steria Values		
LEADERSHIP		
<p><i>Provides clear direction and motivates and inspires others to succeed. Seeks to develop the skills and confidence of others and to recognise and develop talent. Acts as a role model and provides appropriate induction, feedback and coaching to team members. Is willing to confront and challenge poor performance and encourages team members to contribute ideas. Brings the best out of others.</i></p>		
Contributor (level 8/7/6)	Manager (level 6/5/4)	Leader (level 4/3/2/1)
Examples of effective behaviour		
<p>Is positive and enthusiastic</p> <p>Only asks others to do what they are prepared to do themselves</p> <p>Demonstrates the values of the Steria Group in his/her treatment of others</p> <p>Gives credit where credit is due</p> <p>Is open to feedback and takes ownership of own development</p> <p>Takes initiative and works under own direction</p> <p>Is clear about objectives and expectations</p> <p>Works independently yet reacts to changing circumstances</p> <p>Asks for support and guidance where necessary</p>	<p>Coaches team members to improve performance</p> <p>Sets clear, concise objectives so team understand what is expected of them.</p> <p>Provides regular, consistent feedback (formal and informal).</p> <p>Demonstrates fairness and consistency</p> <p>Shows respect for other people and for their skills and knowledge.</p> <p>Addresses potential conflict situations and poor performance.</p> <p>Consistently champions company policies – e.g. PDI, PDP, Business Management system (BMS) etc.</p> <p>Motivates and empowers others to succeed.</p>	<p>Sets and communicates clear strategic goals.</p> <p>Recognises and supports talent, creates a framework that allows staff to develop.</p> <p>Identifies gaps in existing team and builds appropriate capability.</p> <p>Actively promotes and demonstrates the company values.</p> <p>Acts as a positive role model for others to follow</p> <p>Visible in the business and not just the function</p> <p>Creates team leaders that inspire their own teams</p> <p>Champions the CEDRE process</p>
Examples of ineffective behaviour		
<p>Creates a negative atmosphere</p> <p>Avoids passing on what they know to less experienced members of the team</p> <p>Delegates upwards unnecessarily and too easily</p>	<p>Focuses on tasks and projects at the exclusion of people</p> <p>Doesn't identify talent/skills</p> <p>Team is demotivated</p> <p>Avoids conflict and does not confront poor performance</p> <p>Does not provide timely, transparent feedback</p>	<p>The team does not have a clear direction for the business</p> <p>Does not translate Steria's strategic goals into concrete objectives for the functions.</p> <p>Avoids taking tough decisions or delivering difficult messages.</p>