National Centre for
Partnership :: Performance

A Competency

Framework

for Managing

Building a Flexible, Adaptable and Change through

High Performance Culture Partnership

User Guidelines

The National Centre for Partnership and Performance was established by the Government in June 2001 to support and facilitate change through partnership in the Irish workplace.

The Centre's mission is to:

- *Support and facilitate Irish organisations in the private and public sectors, to respond to change and to build capability through partnership*

- *Bring about improved performance and mutual gains*

- *Contribute to national competitiveness, better public services, higher living standards and a better quality of work life*

- *Develop a vision for the workplace of the future.*

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A Competency Framework for Managing Change through Partnership

In an environment of shifting economic circumstances, organisations are striving to achieve the ability, flexibility and capacity to manage change in a way that maintains profitability and performance, and protects competitiveness. Public sector organisations are also striving to respond to the challenges of supporting national competitiveness and the demands of users for services of higher quality and greater accessibility. Increased globalisation, the rapid pace of change, and the requirement for organisations to foster creativity and innovation has highlighted the role of human resources as an enduring source of improved organisational capacity and competitive advantage.

Evidence is emerging that a partnership approach to managing change, characterised by involving and empowering employees, is an effective way to develop organisational flexibility and adaptability. Effective partnership approaches focus the efforts of everyone in the organisation on adaptability and flexibility, leading to improved performance and mutual gains. It helps people to develop their creativity and resourcefulness and creates opportunities for staff involvement in decision-making. Partnership also increases employee awareness of the consequences of business decisions, and ensures that change and improved performance lead to mutual gains.[1]

Organisations seeking to manage change through partnership are often concerned that they attract, develop, and retain employees who will adapt to a flexible and participative organisational culture. To achieve this they need HR policies which result in having the right people, in the right roles, in the right numbers and at the right time. It is important for organisations to appoint, retain, train, motivate and promote individuals who make the most valid contribution; not only in the results they achieve, but also in terms of the way they work.

The extent to which an organisation has the ability to meet its strategic objectives is directly related to the competencies displayed by its employees. Competencies are generally defined as the knowledge, skills, behaviour and personal attributes that are necessary to produce effective performance in a certain role or task.

A competency framework is the term applied to a complete collection of competencies and behavioural indicators. The Centre has developed this competency framework to support organisations undertaking a partnership approach to change. The competency definitions and behavioural indicators contained in the competency framework are drawn from the experience and knowledge of individuals in private and public sector organisations. The framework comprises a comprehensive set of skills and behaviours exhibited by employees and management when organisations achieve high performance through partnership.

This competency framework for managing change through partnership is intended to be one of a series of tools for organisations dealing with change issues, and is specifically targeted at organisations that wish to improve performance using a participative approach to change.

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1 NCPP 2002 *Working Together for Change and a Modern Workplace: Partnership Guidance for the Unionised Commercial Sector*

A Tool for Managing Change through Partnership

Organisations seeking to manage change, resulting in high performance, will find the competency framework a useful tool for improving a broad range of processes such as team working and joint problem solving, which are important dimensions of a partnership approach to change. The framework can also add value to organisational processes such as recruitment and selection, training and development, career development, performance management, and reward systems.

The promotion of the competencies contained in this framework as a core set of skills for all members of the organisation provides a clear statement of the skills and behaviours that individuals should display to undertake roles that will support change and high performance.

> The framework can help to develop a core skill set that will assist employees to achieve organisation goals, using a partnership approach.

> Continuous promotion and integration of the framework will provide individuals with clear and consistent messages about what behaviour and performance is expected and rewarded. In the longer term, this approach has the potential to impact and influence the culture of an organisation that will be characterised by a partnership approach to delivering a culture of change and high performance.

Potential Benefits for Organisations

Adapting and utilising this framework as a tool across a broad set of organisational activities and functions, will:

- through the use of a common and consistent language, support organisations to **develop a shared understanding** of the potential of a collaborative approach to managing change, which will in turn lead to the alignment of business objectives with existing processes, resulting in improved performance and organisational capacity.

- **facilitate individuals** and teams, who develop the competence set outlined in the framework, **to be more effective when engaging in partnership approaches to change.** They will be clear about what is expected of them and what the organisation values and rewards.

- provide a useful benchmark for deciding the **content and structure of training and development programmes** throughout the organisation.

- **strengthen organisational joint problem-solving, change facilitation and formal partnership activities** by making them more transparent and inclusive.

- **facilitate the integration and mainstreaming of partnership** approaches across all business processes so that an inclusive approach to managing change will become the norm.

- **support organisations to achieve competitive advantage** by differentiating from other organisations not only on the basis of technical and/or knowledge competencies but also on the basis of their enhanced strategic capacity and superior performance in managing change and achieving successful outcomes through partnership.

- **support an organisation culture which recognises partnership** as *the way we do things* as opposed to *something we do*.

Competencies and Competency Frameworks Defined

What is a Competency?

A competency is generally defined as the knowledge, skills, behaviour, qualities, and personal attributes necessary to produce effective performance in a certain role or task.

A competency comprises a definition, which is a statement outlining the underlying principles of the role/task, and a set of behavioural indicators, which outline the skills and behaviours necessary to undertake the role/task effectively.

What is a Competency Framework?

A competency framework is the term applied to a complete collection of competencies and behavioural indicators. They usually contain very detailed behavioural indicators related to specific roles and responsibilities. Competency frameworks usually take one of two forms:

1. a *customised, role-specific competency framework* that contains very detailed behavioural indicators related to specific roles and responsibilities.

2. a *common, or core, competency framework* that comprises the competencies that are appropriate to all roles and responsibilities, across all levels, in an organisation. They are commonly used to help people develop a shared sense of the values of the organisation. This type of framework may provide a basis from which specific, role-based competency frameworks may be developed.

How are Competency Frameworks Useful?

Competency frameworks are more thorough than the traditional job specification that provides information on the knowledge, skills and ability required for a particular role. More importantly they provide:

1. a statement of the behaviours that are expected, valued and rewarded in the workplace – individuals will be more likely to achieve high performance by having a clear understanding of the behaviour and approach that is expected of them.

2. a framework for integrating Human Resource Development processes such as selection, training and development, coaching and mentoring, succession planning, monitoring and evaluation of approaches to managing change.

3. a common and consistent language for discussing performance and potential at individual, group and organisational levels.

4. a means of matching people to work requirements and career opportunities.

The Competency Framework for Managing Change through Partnership

The framework provides a set of skills and behaviours that have been identified as necessary to engage in change through partnership. It comprises a set of ten competency definitions as outlined in Table 1. Each definition has an accompanying set of behavioural indicators which are detailed in the competency cards included in this pack.

The framework is a *common or core competency framework* i.e., it is made up of the competencies that are appropriate to all roles and responsibilities across an entire organisation e.g., employees, managers, staff representatives, team members and team leaders.

Table 1
Competencies

Organisational and Business Awareness

DEFINITION Maintains an evolving understanding of the organisation's internal and external environment. Builds the case for partnership. Has an awareness of the expectations and perspectives of other stakeholders. Positions partnership within organisational strategy, goals and procedures.

Leadership

DEFINITION Acts in the best interest of the organisation, and its people, at all times. Acts as a role model for an inclusive approach to delivering change. Motivates and encourages others to take ownership of the change process. Develops and drives a shared vision of the organisation's future.

Championing Change through Partnership

DEFINITION Promotes the principles of partnership and its value as an approach to managing change. Identifies and engages partnership influencers and champions. Develops individuals and groups and empowers them to engage with change issues through partnership.

Overcoming Barriers to Change

DEFINITION Committed to facilitating change through partnership. Is aware of the internal and external factors impacting on the success of the change proposals. Reduces barriers to change by building trust between people. Works to overcome obstacles.

Communication

DEFINITION Ensures that partnership issues, activities and their outcomes are communicated to and understood by all. Understands and meets the information needs of different audiences. Listens and responds appropriately in formal and informal settings. Shares relevant information with key stakeholders at an early stage.

Building and Maintaining Relationships

DEFINITION Develops and maintains good working relationships across all levels of the organisation. Uses formal and informal networking to build trust between stakeholders. Manages the different perceptions of individuals and groups constructively. Facilitates deliberation and consensus. Ensures everyone involved in the change process feels valued.

Influencing

DEFINITION Demonstrates trustworthiness, credibility and conviction in all activities. Presents a clear and convincing case for managing change through partnership. Seeks and empathises with other points of view. Uses appropriate communication styles to secure consensus between stakeholders.

Data Analysis and Innovative Thinking

DEFINITION Engages in data and intelligence gathering and analysis. Adopts an improvement orientation approach to partnership-centred activities. Recognises and supports good ideas and innovative approaches.

Problem Solving and Decision Making

DEFINITION Anticipates and solves problems using a consensus based approach. Acknowledges the importance of building shared understanding and objectives. Identifies and implements creative solutions in a group setting and engages in consultative decision making.

Achievement Orientation

DEFINITION Demonstrates commitment to successfully managing change through partnership. Perseveres despite setbacks and sustains enthusiasm even when situations become challenging. Meets goals within deadlines.

Using the Framework as a Tool for Managing Change through Partnership

The framework provides a flexible tool that is adaptable across different roles and levels within an organisation. In other words, the competencies may be tailored to suit different roles and levels of responsibility. Some of the individual competencies and behavioural indicators may be of higher or lower importance depending on individual roles, tasks and responsibilities.

For example, if an organisation decides to introduce team working, it will be important to facilitate improved innovation and creativity, and for all members of the team to have a certain level of leadership qualities. However, this competency may be ranked at a higher level for team leaders (see Table 2).

Table 2

An example of how the competencies might be ranked differently for different roles

Team Leader	Team Member
1. Leadership	1. Problem Solving & Decision making
2. Organisational & Business Awareness	2. Innovative Thinking
3. Communication	3. Achievement Orientation
4. Building & Maintaining Relationships	4. Communication
5. Influencing	5. Building & Maintaining Relationships
6. Problem Solving & Decision making	6. Leadership
7. Innovative Thinking	7. Influencing
8. Achievement Orientation	8. Championing Change through Partnership
9. Championing Change through Partnership	9. Overcoming Barriers to Change
10. Overcoming Barriers to Change	10. Organisational & Business Awareness

The behavioural indicators may also be prioritised differently depending on the specific roles and responsibilities of the team and team leader (see Table 3). Similarly, the communication competence may be applied to all roles within organisations. But it may be prioritised over some of the other competencies for team leaders, HR managers or staff representatives who are responsible for gathering support and driving change initiatives.

Table 3
An example of how the behavioural indicators might be ranked differently for different roles using the Leadership competency behavioural indicators

Team Leader	Team Member
1. Motivates others to develop a shared vision of the organisation's future	1. Builds credibility by being trustworthy and reliable
2. Motivates others to innovate and implement change	2. Admits past mistakes and learns from them
3. Drives shared vision by reinforcing its values at every opportunity	3. Encourages and accepts other people's ideas
4. Builds credibility by being trustworthy and reliable	4. Shares personal vision of change with others
5. Admits past mistakes and learns from them	5. Motivates others to develop a shared vision of the organisation's future
6. Shares personal vision of change with others	6. Motivates others to innovate and implement change
7. Encourages and accepts other people's ideas	7. Drives shared vision by reinforcing its values at every opportunity
8. Demonstrates and inspires commitment to creating a partnership culture	8. Demonstrates and inspires commitment to creating a partnership culture
9. Leaves role-based concerns aside when engaged in partnership activities	9. Leaves role-based concerns aside when engaged in partnership activities
10. Relates the need for change to the overall vision of the organisation	10. Relates the need for change to the overall vision of the organisation

The Competency Framework in Action: Some Practical Examples

The potential of the framework is more easily understood when it is applied to every day situations. The following are examples of how the framework may be used by organisations, individuals and groups to acquire and develop skills for managing change through partnership:

1 The competency framework can be used as a tool in recruitment and selection decisions

An organisation was recruiting a new employee whose responsibility it would be to implement a new approach to delivering customer service provision. In order to assess one of the key competencies, *overcoming barriers to change*, candidates were asked to make a brief presentation outlining their views on what issues might arise that would prevent planned changes from happening, and to identify their approach to managing these issues.

The selection panel short listed two candidates and were having difficulty trying to choose between them. One of the panel members had a strong "gut feeling" about candidate A. However, when the panel assessed the evidence provided during the presentations against the *overcoming barriers to change* behavioural indicators, it became obvious that candidate B scored strongest on this competency. This enabled the selection panel to come to an objective decision as to who had the right skills for the role.

2 The competency framework can be used to focus personal training and development programmes

The nature of Mary's work does not provide her with many opportunities to communicate with people at different levels in her organisation. She expresses an interest in becoming a member of the strategy committee in her organisation and discovers that *communication* is one of the key competencies for the role.

Mary is aware that there is an effective communications course being made available to employees and informs her HR manager of her keen interest in doing the course. She also becomes involved in her organisation's Health and Safety committee and uses the opportunity to get to know more people within the organisation and to develop her verbal and written communication skills – often chairing meetings and designing the committee's monthly newsletter.

When the opportunity arises for Mary to put herself forward as a member of the strategy committee, she will have practical examples of her written and verbal communication skills and evidence of her participation on a formal training course.

3 The competency framework can be used to highlight team development needs

A partnership committee gets together to look at strengths and areas for development within the team (as opposed to the individual). The committee has arranged a session based on the competency framework for managing change through partnership. They examine each competency and brainstorm their strengths and development needs around each one. During the session it becomes evident that as a group they are good at task-oriented competencies but lack a good influencer.

As a result of the session, the committee arranges to attend a training and development day that will include a strong emphasis on the development of negotiation and networking skills.

4 The competency framework can be used to guide individual feedback and development

During his annual review Tom, who is a team leader, identifies his development needs in three competency areas — *Data Analysis and Innovative Thinking*; *Problem Solving and Decision Making*; and *Building and Maintaining Relationships*. He is requested to develop an action plan that will address his developmental needs in these areas.

To make sure that his plan really meets his needs, Tom puts together a short questionnaire based on the behavioural indicators for the three competency areas and invites his team members to complete the questionnaire.

The questionnaire responses and feedback enable him to devise his own development and training needs and to put in place an action plan that he will discuss and agree with his manager. The action plan includes proposals to:

— attend a training course entitled
   How to Network Successfully.

— shadow one of his colleagues who has a reputation for effective problem solving and coming up with innovative solutions.

— arrange his work so that he has more time to locate, read and analyse relevant information that will help him to be more effective in his role.

5 The competency framework can be used to provide clarity of direction

Sheila and Michael have been working together for three months on a partnership strategy committee. Sheila is a team leader and Michael is a project executive. As part of a team building exercise, they have been asked to prioritise the three most important competencies for their own and each other's role. The following table shows the result:

Sheila's view of her priorities in her role as team leader	Michael's view of Sheila's priorities in her role as team leader
1. Leadership	1. Problem Solving and Decision Making
2. Organisational & Business Awareness	2. Building and Maintaining Relationships
3. Achievement Orientation	3. Leadership

Looking at the competency behavioural indicators, Sheila was surprised to learn that Michael thought her style of working was a little too independent. He described how Sheila often made decisions with insufficient input from Michael and the team.

Michael was surprised to learn that Sheila often felt that she was the only person on the team who understood the bigger picture properly. That was why she ranked *Organisational and Business Awareness* so highly, and may be why she often made decisions independently.

This competency-based team building exercise also helped them to see why they also disagreed on the priority competencies for Michael's role.

Michael's view of his priorities in his role of project executive	Sheila's view of Michael's priorities in his role of project executive
1. Communication	1. Data Analysis & Innovative Thinking
2. Building and Maintaining Relationships	2. Organisational & Business Awareness
3. Data Analysis & Innovative Thinking	3. Achievement Orientation

Appendix

Methodology and Approach to the Development of the Framework

A combination of secondary and primary research methods was used for the development of this competency framework. The extensive data-gathering phase of the research utilised techniques that align with best practice in the field of job analysis. It comprised a review of relevant literature and in-depth one-to-one interviews involving a representative sample of individuals across public and private sector organisations including:

- Partnership Committee Joint Chairpersons
- Partnership Committee Members
- Partnership Committee Co-ordinators and Facilitators
- HR Specialists and Trainers
- Staff and Trade Union Representatives

The information gathered via the literature review and one-to-one interviews was recorded and analysed by the Centre's project team. Ten broad competency definitions and accompanying behavioural indicators were drafted. These formed the basis for the next phase of the research that comprised validation focus groups and a postal questionnaire.

The Centre invited thirty people to meet and discuss the draft competency framework. They were divided into two groups representing the public and private sectors. The focus groups discussed the competencies and behavioural indicators and provided useful and relevant feedback. This feedback was synthesised and analysed by members of the project team who later adjusted the framework based on the level of consensus that existed within the groups.

A validation postal questionnaire was sent to 250 individuals representing 50 per cent of the Centre's database. Seventy-three completed questionnaires were returned representing a 28 per cent response rate. The results of the questionnaire were very similar to the feedback trends that emerged from the focus group.

The results of both the focus groups and the questionnaire were amalgamated into the final version of the competency framework.

National Centre for Partnership and Performance Publications

Building a Coalition for Change – Implementing the Health Strategy using a Partnership Approach

Partnership Guidance for the Unionised Commercial Sector – Working Together for hange and a Modern Workplace

Modernising our Workplaces for the Future – A Strategy for Change and Innovation 2002–2005

Strategic Planning Discussion Document and Executive Summary

Update Newsletter Issue 2

Update Newsletter Issue

Acknowledgements

Competency | **Organisational and Business Awareness**

Definition

Maintains an evolving under-standing of the organisation's internal and external environment. Builds the case for partnership. Has an awareness of the expectations and perspectives of other stakeholders. Positions partnership within organisational strategy, goals and procedures.

Behavioural Indicators

- Is aware of the general business, social and political environment, both internal and external, in which the organisation operates

- Is aware of the organisation's IR and ER processes and their relationship with partnership activities

- Understands the organisation's formal and informal decision-making structures

- Promotes the case for partnership at every level of decision-making in the organisation

- Aligns partnership activities with strategy to achieve organisational fitness and high business performance

- Recognises opportunities for different parts of the organisation to link up and achieve change through partnership

- Uses partnership processes to build coalitions for change among people

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Competency | **Leadership**

Definition

Acts in the best interest of the organisation, and its people, at all times. Acts as a role model for an inclusive approach to delivering change. Motivates and encourages others to take ownership of the change process. Develops and drives a shared vision of the organisation's future.

Behavioural Indicators

- Demonstrates and inspires commitment to creating a partnership culture

- Leaves role-based concerns aside when engaged in partnership activities

- Builds credibility by being trustworthy and reliable

- Admits past mistakes and learns from them

- Shares personal vision of change with others

- Encourages others to come forward with ideas for change

- Motivates others to develop a shared vision of the organisation's future

- Drives shared vision by reinforcing its values at every opportunity

- Relates the need for change to the overall vision of the organisation

- Motivates others to innovate and implement change

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Competency | **Championing Change through Partnership**

Definition

Promotes the principles of partnership and its value as an approach to managing change. Identifies and engages partnership influencers and champions. Develops individuals and groups and empowers them to engage with change issues through partnership.

Behavioural Indicators

- Understands the principles underpinning workplace partnership and the benefits of partnership as an approach to change

- Advocates the concept of managing change through partnership throughout the organisation

- Promotes the organisation's partnership activities to key groups

- Identifies opportunities to mainstream partnership into organisational strategy and objectives

- Sources and circulates relevant case studies and models of good practice

- Encourages involvement in partnership activities

- Seeks out and coaches partnership champions and activists

- Maintains momentum by highlighting successful outcomes of the organisation's change process

- Identifies training needs for people involved in change through partnership

- Ensures development opportunities exist for people involved in change through partnership

- Encourages partnership participants to improve their skills

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Definition

Committed to facilitating change through partnership. Is aware of the internal and external factors impacting on the success of the change proposals. Reduces barriers to change by building trust between people. Works to overcome obstacles.

Behavioural Indicators

- Understands and accepts the need for organisational change

- Believes that people are willing to change

- Maintains a flexible approach when responding to change issues

- Determines levels of tolerance for change in individuals and groups

- Actively identifies and seeks to understand the reasons behind the resistance to change in the organisation

- Presents the case for change in an objective self confident manner, outlining the impact on individuals and the organisation

- Encourages dialogue, debate and discussion using facilitation techniques

- Facilitates change through partnership with organisational stakeholders

- Is assertive and self-confident when discussing change issues with interest groups

- Handles objections in a calm manner

- Reduces barriers to change by building common ground between people and providing reassurances to those fearful of change

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Competency | **Communication**

Definition

Ensures that partnership issues, activities and their outcomes are communicated to and understood by all. Understands and meets the information needs of different audiences. Listens and responds appropriately in formal and informal settings. Shares relevant information with key stakeholders at an early stage.

Behavioural Indicators

- Understands the issues, activities and outcomes to be communicated

- Conveys written and verbal information, clearly and concisely, using different organisational communication channels (e.g. meetings, presentations, email, intranet, newsletters, notice boards)

- Understands the communication needs of different audiences and tailors language and method of presentation to meet those needs

- Circulates relevant information to stakeholders in a timely manner

- Invites and encourages people to contribute their views

- Responds in a sensitive manner to verbal and non-verbal communication

- Develops shared understanding through active listening and dialogue

- Checks to ensure information conveyed is fully understood

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Competency | **Building and Maintaining Relationships**

Definition

Develops and maintains good working relationships across all levels of the organisation. Uses formal and informal networking to build trust between stake-holders. Manages the different perceptions of individuals and groups constructively. Facilitates deliberation and consensus. Ensures everyone involved in the change process feels valued.

Behavioural Indicators

- Builds and maintains trust by being consistent in word and action

- Listens to and empathises with other peoples' needs and concerns

- Does not personalise issues

- Shares knowledge and experience with others

- Builds and maintains formal and informal channels of communication with others

- Organises events to facilitate relationship-building between individuals and groups

- Networks within the partnership community outside the organisation

- Contributes to the resolution of conflict between groups and individuals

- Gives appropriate positive and constructive feedback in a sensitive manner

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Competency | **Influencing**

Definition

Demonstrates trustworthiness, credibility and conviction in all activities. Presents a clear and convincing case for managing change through partnership. Seeks and empathises with other points of view. Uses appropriate communication styles to secure consensus between stakeholders.

Behavioural Indicators

- Assigns change issues to appropriate decision-making fora

- Presents well reasoned arguments for change

- Informs people about what the change will mean to them

- Takes the views of all relevant stakeholders into consideration when presenting the case for change

- Reflects the views of each stakeholder to ensure shared understanding

- Uses negotiation and/ or mediation techniques effectively when necessary to build consensus

- Motivates individuals and groups to constructively reach consensus

- Ensures discussion and debate stays focused on a positive end result

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Competency | **Data Analysis and Innovative Thinking**

Definition

Engages in data and intelligence gathering and analysis. Adopts an improvement orientation approach to partnership-centred activities. Recognises and supports good ideas and innovative approaches.

Behavioural Indicators

- Actively seeks out relevant information sources within and outside the organisation

- Demonstrates an ability to use primary and secondary research tools (e.g. interviewing, literature reviews, survey questionnaires)

- Analyses data objectively by exploring trends and patterns to determine any significance

- Uses idea generation techniques (e.g. brainstorming) to develop innovative approaches and encourage others to provide ideas for change

- Establishes Key Performance Indicators to monitor the outcomes of partnership activities

- Integrates monitoring data into decision-making to encourage further innovation

- Encourages experimentation and a no blame culture

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Definition

Anticipates and solves problems using a consensus based approach. Acknowledges the importance of building shared understanding and objectives. Identifies and implements creative solutions in a group setting and engages in consultative decision making.

Behavioural Indicators

- Keeps in touch with change issues that may impact on organisational performance

- Brings issues and problems to the attention of the team

- Builds a shared understanding of issues under discussion

- Builds team commitment to achieving goals through joint problem solving

- Is aware of formal and informal joint problem-solving techniques

- Maintains an objective viewpoint when engaged in problem-solving

- Takes account of the perspectives of a range of stakeholders before deciding on a solution

- Weighs up the costs and benefits of specific solutions

- Searches for a win-win solution for the team

- Implements group decisions effectively

- Monitors and evaluates outcomes

- Remains focused on the main problem without getting side tracked on minor issues

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Competency | **Achievement Orientation**

Definition

Demonstrates commitment to successfully managing change through partnership. Perseveres despite setbacks and sustains enthusiasm even when situations become challenging. Meets goals within deadlines.

Behavioural Indicators

- Demonstrates enthusiasm for partnership as the most suitable approach to change issues

- Demonstrates patience and persistence when faced with navigating roadblocks

- Makes provision for contingency to overcome blocks and delays

- Promotes positive outcomes linked to organisational goals and objectives

- Ensures other people remain focused on achieving positive outcomes together

- Encourages experimentation in a safe environment

- Facilitates and seeks to implement agreed decisions

- Strives to meet goals and objectives within agreed deadlines

- Reinforces achievements through the use of positive feedback and celebrating successes

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