

JUBAILY GROUP BEHAVIORAL COMPETENCY MODEL



The Group's Values

Innovation

We challenge ourselves to continuously explore new ideas, identify new opportunities and be innovative in providing solutions that will help in the growth of our brands, partners and markets

Flexibility

We drive change actively by always being ready to adapt to future trends and needs

Integrity

We are open and honest in all our dealings where we maintain the highest integrity at all times

Determination

We have a compelling desire to improve and to win in the market place

Ownership

We all act like owners, treating the company's assets as our own and behaving with company's long-term success in mind

Analytical Thinking & Problem Solving

The ability to absorb and analyze information or situations speedily, identifying problems, patterns, trends, causes and connections, draw conclusions and develop or recommend a course of action.

1	Identifies and Breaks Down Problems <ul style="list-style-type: none">• Identifies problems objectively.• Breaks down problems into simple lists of tasks or activities without assigning values.• Makes a list of items with no particular order or set of priorities.• Thinks logically, draws appropriate conclusions and develops practical solutions.
2	Sees Basic Relationships and recognizes patterns <ul style="list-style-type: none">• Identifies the cause-and -effect relationships between aspects of a situation.• Takes problems apart, making linkages and compiling a list of activities/tasks in order of importance/priority.• Filters out the relevant from the irrelevant• Uses information to draw conclusions and make recommendations
3	Sees Multiple Relationships <ul style="list-style-type: none">• Makes multiple causal links: several potential causes of events, several consequences of actions, or multiple-part chains of events (A leads to B leads to C).• Analysis relationships among several parts of a problem or situation (anticipates obstacles and thinks ahead about next steps, in detail, with multiple steps.• Creates new models, frameworks and ideas which have commercial application or impact on current operating approaches.
4	Makes Complex Plans or Analyses and Creates Solutions <ul style="list-style-type: none">• Identifies multiple elements of a problem and breaks down each of those elements in detail, showing causal relationships between them.• Peels back multiple layers of a problem.

Impact on Business

This will improve decision-making through the thinking through of the impact and implications of decisions. It will also support better co-ordination between departments. This clarity and better quality decision-making will improve the delivery of results and drive improved performance

Negative Indicators

- Takes action without thinking of the full range of outcomes
- Is daunted by problems as unable to get to the root cause
- Thinks in a haphazard way
- Fails to identify the steps needed to meet a desired end result

Innovation & Strategic Thinking

The ability to think innovatively through recognizing patterns / trends and to clarify complex scenarios. It also includes thinking about the 'big picture'.

1	<p>Sees patterns</p> <ul style="list-style-type: none">• Sees trends, patterns and missing data.• Identifies similarities between current and past situations (e.g. learns from experience from past projects and applies it to new projects).• Uses experience and knowledge to assess unfamiliar situations and to identify the causes.• Uses common sense and past experience to identify problems and opportunities
2	<p>Is creative</p> <ul style="list-style-type: none">• Creates a new way to do a job.• Is resourceful when coming up with new ideas.• Establishes methodologies for doing work.• Innovates by thinking about developing business differently or out of the box
3	<p>Clarifies complexity</p> <ul style="list-style-type: none">• Makes complex ideas or situations clear to others.• Pulls together complex ideas, issues and observations into a clear and useful presentation.• Communicates the big picture clearly to others.• Brings complex concepts alive through use of meaningful analogies.
4	<p>Creates new concepts / business models</p> <ul style="list-style-type: none">• Comes up with a breakthrough concept that leads to new business.• Builds new models to make sense of complex issues and situations.• Brings a totally new perspective to familiar problems and issues.• Demonstrates an insight that others do not have.

Impact on Business

To identify and understand industry trends and developments that will inform and shape "out- of- the-box" strategic and operational decision making in growing the business

Negative Indicators

- Unable to spot problem-cause issues
- Avoids working with complex data
- Has difficulty identifying logic behind obvious patterns
- Unable to understand/clarify complex data

Initiative & Decision Making

The bias for action and making decisions that address current and future threats / opportunities. It is about initiating action rather than just thinking about future directions

1	<p>Takes Action</p> <ul style="list-style-type: none">• Recognizes and reacts to present opportunities.• Identifies quick wins and acts on them.• Identifies and acts on problems and opportunities as they arise.
2	<p>Balances Short with Long Term Consideration Decisively</p> <ul style="list-style-type: none">• Balances the mobilization of resources so as immediate operations are maintained whilst creating the resource slack to satisfy growth plans.• Puts in place plans for activities required to cope with projected activity increases.• Decides on contingency plans to address future risks.• Adapts and applies rules flexibly where necessary to achieve the desired results
3	<p>Acts on Business Opportunities Proactively</p> <ul style="list-style-type: none">• Changes business tactics to capitalize on business opportunities (e.g. optimizes product mix take advantage of market opportunity).• Is able to implement business plan decisions through short-to-medium term planning. Establishes initiatives that facilitate growth in the medium term (e.g. establishing informal succession plans to meet future needs).• Sets the "how" to accomplish a medium-term plan in the light of new Information.
4	<p>Decides for the Long Term</p> <ul style="list-style-type: none">• Develops business strategy to capitalize on market opportunities.• Identifies future opportunities not obvious to others and puts in place sustained initiatives to exploit them.• Identifies critical, potential problems and puts in place sustained initiatives to avoid these becoming a reality.• Adapts chosen strategy in the light of current circumstances to maintain momentum/direction for a future goal.

Impact on Business

Improved business success will depend on those who can think ahead of the present and act on future needs and opportunities. To become a world class business, it is essential that we are able to make timely decisions and to strike a balance between consideration of the future and focus on the present

Negative Indicators

- Fails to take action to address an immediate, pressing problem
- Does nothing of value
- Thinks but does not act
- Is indecisive

Flexibility & Adaptability

The willingness and ability to adapt to and work effectively within a variety of situations and operating environments. Understanding different or opposing perspectives on issues and adapting one's approach to the situation.

1	<p>Is Open</p> <ul style="list-style-type: none">• Listens to others' ideas and accommodates changes in priorities without fuss.• Recognizes that there are other points of view.• Adapts well to new situations and people
2	<p>Adapts to Situations</p> <ul style="list-style-type: none">• Adapts work flows to cope with changing deadlines.• Copes with short lead times through adjusting resources.• Is able to manage own performance in the face of new or added responsibilities.• Is prepared to leave comfort zone to meet work demands.
3	<p>Adapts to Changing Operating Environment</p> <ul style="list-style-type: none">• Changes own and others ways of working to adapt to different operating culture.• Adapts work methods and processes to cope with changes in market / competitive environment.• Is prepared to go beyond experience base to meet stretching demands and initiatives.• Recommends new approaches, procedures and practices
4	<p>Shifts Direction</p> <ul style="list-style-type: none">• Changes business strategy to cope with changes in the environment.• Challenges existing approaches in search of better solutions.• Changes the overall plan, goal, or project (i.e., what we're trying to accomplish as an organization) to fit the situation.• Makes small or temporary organizational changes to meet the needs of a specific situation

Impact on Business

To cope with rapidly changing market dynamics, leaders and key staff need to demonstrate agility and adaptability in meeting these challenges. It often calls for going significantly beyond one's experience base with the freedom to determine new approaches

Negative Indicators

- Cannot / will not see beyond own current job
- Undermines initiatives through negative posturing
- Resists new ways of doing things
- Resists structural change in favor of status quo

Learning & Self-development

Keeness to expand knowledge and skills in ways which add value to the business and act as a source of expert guidance to others. Having the required technical, professional and administrative skills and knowledge

1	Builds Own Expertise Has all standard skills relevant to the job. <ul style="list-style-type: none">• Enhances own knowledge of subject matter related to role.• Knows and understands
2	Enhances Expertise <ul style="list-style-type: none">• Continuously strives to increase own specialist knowledge and/or managerial capability.• Seeks out new approaches and products.• Investigates and increases knowledge of a relevant area (e.g. discipline, market, etc.).• Enhances own experience
3	Is an Expertise Reference Point <ul style="list-style-type: none">• Advises senior management based on industry expertise.• Develops new concepts and processes.• Has deep expertise in own area and broad knowledge of other areas.• Is sought out by others, internally and externally, as a source of technical expertise
4	Establishes Knowledge Systems <ul style="list-style-type: none">• Establishes integrated expertise systems that meet pan-organization knowledge management requirements.• Puts in place processes required to identify and act on business intelligence and expertise.• Is sought out by others, internally and externally, as a source of technical expertise.• Ensures pan-organizational awareness of knowledge available and how to access it.

Impact on Business

With greater emphasis and focus being placed on increased optimization and increased sales revenue, there is a critical need to capture past experience, current and future expertise requirements in a structured, systematic way in order to identify and develop better processes and innovative work methodologies and approaches.

Negative Indicators

- Makes limited attempts to keep up-to-date or expand knowledge
- Does not care about own knowledge / expertise
- Frequently asks for help and needs repeated explanations
- Refuses to share expertise

Reliability & Commitment

The ability and willingness to align one's own behavior with the needs, priorities and goals of the organization. It involves acting in ways that promote organizational goals or meet organizational needs.

1	<p>Fits In</p> <ul style="list-style-type: none">• Is reliable and dependable.• Respects the way things are done at Jubaili Group.• Does what is expected with accuracy.• Projects a good image of Jubaili Group.
2	<p>Models Commitment</p> <ul style="list-style-type: none">• Helps others to get their jobs done.• Respects and accepts what the organization says is important.• Expresses pride, pleasure and/or dedication about being part of Jubaili Group.• Promotes and/or defends the organization with outsiders.
3	<p>Supports the Organization</p> <ul style="list-style-type: none">• Acts to support the Group's mission and goals.• Makes choices and sets priorities to meet the organizations needs and fit in with the organization's mission.• Cooperates with others to achieve objectives in the larger organization
4	<p>Makes Sacrifices for the Organization</p> <ul style="list-style-type: none">• Shows high levels of reliability and dependability.• Promotes a strong image of the Company.• Puts organizational needs before one's own needs, such as one's professional identity, preferences, and family concerns• Stands by decisions that benefit the larger organization even if they are unpopular or undercut the work unit's short-term good

Impact on Business

To achieve overall business success, it is vital that one's own activities and priorities are aligned with organizational needs and that a spirit of co-operation is engendered that contributes to the larger organization mission and objectives. This might involve choosing to meet the Company's needs rather than to pursue professional interests.

Negative Indicators

- Is unreliable
- Is frequently late or absent during normal working hours
- Doesn't follow proper instructions or procedures
- Is not concerned to project a positive image of the company

Integrity

It is the quality of being honest and having strong morals and principles combined with the demonstration of personal commitment to a code of beliefs and values

1	<p>Is honest</p> <ul style="list-style-type: none">• Speaks one's mind.• Does not hide issues.• Is open when asked personal questions.• States opinion assertively.
2	<p>Acts according to principles</p> <ul style="list-style-type: none">• Builds trust through personally adhering to 'norms'.• Is consistent in sharing the truth even if it may not serve own agenda.• Is open and honest in work relationships• Admits mistakes
3	<p>Acts according to values</p> <ul style="list-style-type: none">• Discloses information available (some of which may be thought of as unnecessary/ or sensitive to share).• Does commercial deals with full appreciation (and incorporation) of the partners' benefits and requirements.• Highlights and pursues areas for attention that superiors may prefer to ignore.• Relishes a challenge and actively seeks challenging opportunities
4	<p>Role models honesty and trustworthiness</p> <ul style="list-style-type: none">• Visibly takes action to model the Group's values even when there is an obvious conflict of interest• Challenges others who have an established reputation, and/or a position of power, to act on agreed values.• Provides full disclosure of issues (even when feeling "exposed") to ensure fully informed debate.• Publicly admits to past mistakes when it is not easy to do so

Impact on Business

Every business should be run in an ethical way and according to values to give trust to all the stakeholders. If one of the stakeholders (shareholder, client, employee, supplier, etc.) feels he is not treated according to good values, they will fail to engage and partner with the company leading to failure.

Negative Indicators

- Lacks confidence to make a valid point.
- Holds out for views that are incompatible with agreed values.
- Lets other arguments/positions prevail even if incompatible with agreed values
- Strongly pursues a course of action out of self-interest.

Communication

The ability to confidently deliver a persuasive message that gets others to go along and support own agenda. The desire to establish and maintain cooperative and supportive working relationships inside and outside the Company

1	<p>Communicates</p> <ul style="list-style-type: none">• Is clear in stating own opinion.• Asks to ensure that target audience have a common understanding of message delivered.• Provides a summary of points made at the end of a conversation.• Listens well and builds on the input of others.
2	<p>Tailors Message</p> <ul style="list-style-type: none">• Is able to tailor a message to different stakeholders (management, other departments, customers, suppliers, etc.)• Constructively challenges in a discussion through providing counter arguments.• Tailors a presentation / speech to appeal to particular requirement of audience.• Shapes message to optimize prospect of gaining approval for preferred option
3	<p>Achieves Win-Win Situations</p> <ul style="list-style-type: none">• Facilitates effective cross- functional communication through appealing to different teams' interests.• Sounds out to key decision-makers and influencers prior to meetings.• Solicits the involvement of others who will be affected by a decision or plan of action.• Understands motives and agendas of likely adversaries and shapes proposal accordingly
4	<p>Delivers a Compelling Message</p> <ul style="list-style-type: none">• Is respected across the Company and is listened to by others.• Is able to achieve buy-in and ownership through gathering support from key players regarding own agenda and mobilizing popular opinion.• Recognizes and uses ongoing power and relationships within the Company with a clear sense of achieving desired impacts and outcomes.• Recognizes and addresses the reasons for organizational behavior.

Impact on Business

Key staff have to be effective in creating "win-win" situations and influencing organizational behavior that supports the collaborative achievement of Jubaili Group goals

Negative Indicators

- Ineffective use of e-mails to communicate ill-defined messages
- Compromises and opts for consensus at the expense of goals.
- Ignores the shape and composition of target audience.
- Fails to address organizational behavioral issues.

Developing others

A genuine intent to foster the long-term development of others with a focus on the needs of the organization. Takes responsibility for this development and expends extra effort to give feedback, to coach and delegate.

1	<p>Provides Practical Support and Gives Reasons</p> <ul style="list-style-type: none">• Shows subordinates how to handle particular situations or tasks.• Provides rationale/explanation when giving directions or demonstrations.• Asks questions to check and deepen understanding of directions, or explanation.
2	<p>Gives Feedback to Encourage</p> <ul style="list-style-type: none">• Takes notice of people's improvement and praises them.• Gives specific positive or mixed feedback for development purposes.• Provides individualized suggestions for improvement.• Gives negative feedback in behavioral not personal terms.• Reassures people after a setback.
3	<p>Personally Provides Longer Term Development</p> <ul style="list-style-type: none">• Does long term coaching to prepare staff members for career development.• Arranges helpful experiences and assignments to develop specific qualities or skills.• Has people work out answers for themselves (under guidance) so they really know how.• Takes advantage of each individual's different ability and develops them by setting demanding assignments.• Identifies training/development needs and ensures programs and solutions are developed which fully meet those needs
4	<p>Delegates Fully and Specifically for Development</p> <ul style="list-style-type: none">• Delegates full authority to carry out a task in order to develop.• Gives latitude for staff to take on more and learn from any mistakes.• Ensures staff have the minimum essential capabilities before delegating.• Debriefs fully during and after delegation to confirm development.

Impact on Business

Talent within the organization needs to be nurtured and developed to provide a sufficient pool of potential to support the organization's future. Developing Others and working closely with Leveraging Performance to ensure that staff are capable of taking on responsibilities and achieving the organizational goals.

Negative Indicators

- Tells what to do without rationale or explanation.
- Avoids giving feedback.
- Does not analyze development needs based on objective evidence.
Shows little or no desire to develop people or see them improve.

Fostering Accountability

The drive to hold people accountable to high standards of performance. Making others comply with one's directions where the power of one's position is used appropriately and effectively to ensure performance for the long-term organizational good.

1	<p>Provides Task Clarity</p> <ul style="list-style-type: none">• Clearly provides work instructions.• Sets performance standards.• Communicates and ensures work quality.
2	<p>Assigns Clear Accountability</p> <ul style="list-style-type: none">• Assigns clearly articulated accountabilities and follows upon people's performance.• Is clear on the need to uphold performance standards.• Clarifies business imperatives and how they relate to individual roles (e.g. driving operational standards and how that relates to jobs).• Sets limits for behaviors.
3	<p>Confronts Mediocrity</p> <ul style="list-style-type: none">• Confronts employees when performance standards are not to the agreed level.• Monitors targets and addresses performance shortfalls (e.g. monitors production levels and holds the person responsible for target to account).• Clearly communicates performance standard to an underperforming member of staff and follows up on actions for improvement.• Provides corrective feedback that is focused on work goals and objective.
4	<p>Ensures Performance Standards</p> <ul style="list-style-type: none">• Takes disciplinary action to confront performance shortfalls (e.g. corrective action associated with wastage/loss).• Looks for new opportunities which could enable poor performers to "start afresh" and where their talents will enable them to flourish.• Uses a balance of hard and soft targets and feeds back regularly on performance to different levels of the business

Impact on Business

Leaders should balance the needs of individuals and the organization in holding people to account. Difficult decisions about individuals and their performance fall into managing performance, and handling these sensitively sends strong messages about what it means to work for the Group.

Negative Indicators

- Avoids poor performance issues - confrontation averse
- Criticizes publicly to humiliate rather than privately to follow up on performance
- Fails to set clear performance standards
- Does not follow up

Leading & Motivating Others

The willingness to take a role as leader of a team or other group and the ability to provide inspiration, clarity and direction through a compelling vision of the future.

1	<p>Manages a Team through clear information</p> <ul style="list-style-type: none">• Ensures timely communication of decisions made to all concerned.• Is available to advise and consult with others.• Creates clarity on individual and team objectives.• Is effective in getting a group of people organized and focused.
2	<p>Delegates Responsibility</p> <ul style="list-style-type: none">• Empowers direct reports by giving them more responsibilities.• Taking a step back to allow reporting level to take the lead.• Encourages constructive challenging of decisions.• Recognizes and praises high performing staff members.
3	<p>Energizes the Team and Removes Obstacles to Effectiveness</p> <ul style="list-style-type: none">• Responds to reporting team members' needs.• Champions commitment to staff well-being.• Provides the team with necessary financial and other resources to carry out its purpose.• Shows deep insight into the strengths and weaknesses of team members; uses this to maximize team effectiveness
4	<p>Aligns team with the organization</p> <ul style="list-style-type: none">• Builds and supports the right team(s) through establishing the enabling structure and processes.• Provides a compelling vision of the organization's direction.• Relates the team's objectives and purpose to higher and longer term goals of the organization.• Uses a full range of leadership behaviors appropriately to engage team(s) in all situations

Impact on Business

This competency is crucial as leaders can only achieve business objectives through getting people to go with them and work in teams. Returning high performance capitalizing on team synergies will be critical as the group continues the exponential growth journey.

Negative Indicators

- Refuses or fails to lead
- Does not think about what will help his / her team to perform
- Inability to differentiate between delegation and abdication
- Does not clarify objectives (or objectives set are not SMART)

Teamwork & Collaboration

The drive to work collaboratively with peers, colleagues and team members and create alignment across groups in order to achieve a common goal.

1	<p>Cooperates</p> <ul style="list-style-type: none">• Shares information with others in team.• Offers to help a colleague.• Is keen to provide the team with information that helps complete the task at hand.• Contributes effectively in meetings.
2	<p>Works Across Boundaries</p> <ul style="list-style-type: none">• Supports colleagues in related activities through going out of way to help• Will help others complete their part of the work if already done with own work.• Encourages open communication.• Speaks positively about immediate colleagues' ability and contribution.
3	<p>Elicits Partnerships</p> <ul style="list-style-type: none">• Promotes and works collaboratively with all functions (business units and support).• Works effectively with external parties to deliver value to the business.• Involves other people in the team to get their contribution.• Solicits the inputs of different departments on issues that have a wider impact
4	<p>Enhances Team Spirit</p> <ul style="list-style-type: none">• Builds processes that enhance cross functional / business collaboration.• Promotes and forms multi-functional teams to tackle business issues.• Builds enduring business partner relationships based on trust, understanding of needs and responsiveness.• Builds strong morale and cooperation within the team, including creating symbols of group identity or other actions to build cohesiveness

Impact on Business

It enables individuals to work effectively across organizational boundaries and achieve better overall results by sharing information and drawing on the expertise of colleagues. It is critical in ensuring that best decisions are made for the business and the customer rather than individuals. It overcomes obstacles, barriers and functional "silos".

Negative Indicators

- Fails to contribute during team meetings
- Focuses on problems without offering solutions
- Remains on the sidelines when team is not functioning effectively
- Ignores partnership opportunities and fosters a siege mentality

Attention to Details

Thoroughness in accomplishing a task through concern for all the areas involved, no matter how small. Monitors and checks work or information and plans and organizes time and resources efficiently.

1	<p>Documents & prepares well</p> <ul style="list-style-type: none">• Strives to have information documented and clear.• Seeks information on exactly what is expected.• Tries to get things right the first time.• Wants all activities and the environment to be orderly.• Gives thought to preparation for meetings, debates, discussions, etc.
2	<p>Double-checks work for accuracy</p> <ul style="list-style-type: none">• Once a task is completed, goes back to scrutinize it and ensure that things are as they are meant to be.• Usually gets things right the first time.• Thoroughly prepares own thoughts, ideas, data, material before meetings, discussions, etc.
3	<p>Keeps detailed records of own & others' activities.</p> <ul style="list-style-type: none">• Spends time going over the work of others to ensure that all is in order.• Checks supply of products, services, resources against forecasts to ensure that there is sufficient coverage.• Checks and controls that others are following the correct procedures and disciplines.• Encourages others to focus on getting things right the first time. <p>Monitors the quality of others' work.</p>
4	<p>Compares work in progress against milestones</p> <ul style="list-style-type: none">• Determines the extent and quality of what is completed and looks ahead to establish exactly what remains.• Monitors the progress of all available resources against the plan.• Monitors tasks carried out against the given time-scales.• Sets up systems, methods and ways of ensuring that he/she is kept regularly up-to-date.

Impact on Business

This is important to be able to produce consistent and high quality work. It promotes trustworthiness in delivering sound results and solving problems efficiently and effectively within the wider frame of company's objectives.

Negative Indicators

- Frequently submits incomplete work
- Continuously goes back and fix mistakes
- Always works on a breakneck pace (Everything is urgent)
- Usually requires someone else to check the work final output

Driving & Achieving Results

The drive to achieve, and surpass targets, goals and objectives and to raise the bar on standards of excellence (to succeed, to surpass standards) and continuously improve how work is delivered

1	<p>Delivers as expected</p> <ul style="list-style-type: none">• Delivers on time.• Does what is expected with accuracy.• Is conservative when delivering work and prefers tried and tested (secure) methods.• Is satisfied by reaching required performance standards / targets.
2	<p>Creates Own Standards of Excellence</p> <ul style="list-style-type: none">• Makes optimal use of work processes systems and practices to achieve results.• Focuses on a standard of performance that is self-created and imposed.• Looks for challenges and independently defines what 'high performance' is.• Achieves a set goal in a better way
3	<p>Sets & Works Towards Stretching Business Targets</p> <ul style="list-style-type: none">• Relentlessly drives performance in increasingly competitive and diverse environments.• Makes improvements to own or others work.• Enhances and improves the efficiency / effectiveness of processes and practices.• Strives (and / or drives others) to exceed operational targets set by corporate.
4	<p>Makes Improvements to organizational Performance</p> <ul style="list-style-type: none">• Drives the organization to focus on business performance improvement through comparing current and previous results.• Makes decisions, sets priorities or chooses goals on the basis of what will make the biggest commercial difference to the company• Weighs the risks and benefits associated with a business decision that impacts results• Takes well calculated risks that deliver value to the business.

Impact on Business

To have a winning attitude in driving the organization (at all levels), to achieve targets in the face of internal and external competition, even when targets are "one size bigger"

Negative Indicators

- Ignores deadlines
- Gives up when faced with obstacles
- Produces work of low quality
- Leaves work unfinished

Customer Focus

The genuine desire to understand customers, their needs, concerns and behavior and to anticipate, meet and wherever possible exceed their expectations. Customers can be either external and/or internal

1	<p>Understand Customers' Needs</p> <ul style="list-style-type: none">• Listens and responds to customer enquiries, requests, complaints.• Asks self how would I feel/act if I were a customer?• Considers available information to keep up to date with customer needs.
2	<p>Is Responsive</p> <ul style="list-style-type: none">• Anticipates internal / external-customer needs.• Maintains clear communication with customer regarding mutual expectations• Acts on customer needs' (e.g. gives the customer options aligned to understood needs)• Provide straightforward advice when required (e.g. suggests something particular based on identified need)
3	<p>Takes Responsibility</p> <ul style="list-style-type: none">• Seeks ways to increase customer satisfaction and loyalty.• Takes personal responsibility for following through on customer complaints and requests.• Works to understand the perspective of a range of customer groups and communicate that to staff.• Uses trends and patterns in how customers react in certain situations to enhance the customer offer.
4	<p>Anticipates the Customer</p> <ul style="list-style-type: none">• Advances the customers' thinking by using own understanding to offer products/services that the customer has not even considered yet.• Fully understands the needs and interests of different customer groups at different times and in different situations.• Continuously seeks to understand the feelings, needs and concerns of customers to inform considered approaches.• Uses this knowledge to think ahead and predict what customers will need in the future ahead of customers themselves

Impact on Business

To succeed, The Company must put customers at the heart of everything it does. Whether working in customer facing roles, enabler roles or support functions, individuals must take time to understand customers and constantly ask themselves how they can add value to the customer.

Negative Indicators

- Does not pay attention to customers
- Assumes all customers think and feel the same way.
- Puts other activities ahead of serving the customer
- Takes decisions without considering the impact on customer

JOB FUNCTIONS

- Supply Chain & Logistics
- Manufacturing
- Sales & Marketing
- Human Resources
- Internal Audit
- Information Technology (Under F&A)
- Finance & Administration
 - Accounting
 - Administration
 - Financing and Facilities
 - Business Analysis

Technical competencies per Job Function

Function	Technical Competencies
Supply Chain & Logistics	Capacity Planning
	Demand Management
	Order Processing
	Inventory Management & Optimization
	Product Replenishment Planning
	Logistics, Warehousing and Distribution Management
Sales	Product Knowledge
	Customer Relationship Management
	Sales Closing Skills
Marketing	Brand positioning & Strategy
	Data Analysis
	Project Management
	Media Content Management
Manufacturing	Industry & technological Fundamentals
	Operations Management
	Health Safety and Security
	Maintenance and Repair
	Inventory Management (Warehousing)
Human Resources	Talent Acquisition Management
	Performance Management
	Learning and Development
	Policies and Procedures creation and management
	C&B Management
	Payroll processing
	Conflict Resolution
Legal Understanding and Acumen	
Function	Technical Competencies

Internal Audit	Understanding Business
	Risk Analysis and Control Assessment
	Governance, Risk and Control Techniques
	Business Process Analysis
	Data Collection and analysis Techniques
	Project Management
	Financial Analysis Techniques
Information Technology	Project Management
	Technical Problem Solving
	Systems Analysis
	Quality Control Analysis
	Technology Design
Finance & Accounting	Financial Reporting (Financial Statement)
	Management Accounting
	Financial Budgeting
	Processing and Recording Financial transactions
	Risk Management
	Reconciliation and Analysis
Administration	Legal Understanding and Acumen
	Policies and Procedures creation and management
	Resource Management