



METAVERSE^{VR}

Capability
Framework

ENTER →

Capability Framework

At Metaverse VR (MVR) we're ambitious both for realising our business goals and fulfilling your potential. We encourage curiosity, are open to ideas and want you to feel comfortable and at your best by being authentically you. If you want to develop, we will support you to have a successful career with us.

Our "Capability Framework" has been created to provide you, your line manager and recruiters with the greatest possible clarity on the core attributes and skills each employee should aspire towards in their current role and provide guidance to support development and progression within MVR.

Every role within MVR has been mapped to the framework. All employees are encouraged to familiarise themselves with the guidance, which lays out what is expected of you in your current role and will help you understand how you develop yourself and excel at MVR.

How to use this handbook

This is a digital handbook that has been designed for you to easily access all the information you may need. We use buttons, tabs and hyperlinks to help you move through the handbook.

The following pages of this handbook have section tabs top of the page to help you navigate around the different sections. There are also buttons in the bottom corners to move between pages. The next page also shows the full contents list to help you find the exact information you're looking for.

Contents		
Capability Framework Overview 04	Core Attributes Framework 11	Mapped Skills Framework 21
• Our Approach 05	• Curiosity 12	• Communication 24
• Purpose 05	• Integrity 13	• Customer Delivery/Focus 25
• How does the Capability Framework work? 06	• Honesty 14	• Sharing Knowledge 26
• Guidance for using our Capability Framework 07	• Balance 15	• Planning and Prioritising 27
• Benefits of using our Capability Framework 08	• Deliver 16	• Process and Experience Optimisation 28
• Recruitment 09	Mapped Attributes Framework 17	• Relationship Management 29
• Learning and Development 09	• Openness and Accountability 18	• Analytical Approach 30
• Performance Management 10	• Team Player 19	• Persuasive Skills 31
• Recognising Success 10	• Flexibility and Adaptability 20	• Research and Prepare 32
• In Summary 10	• Understand Others 21	• Facilitation 33
	• Understand Self 22	• Creativity 34
		• Influencing and Persuading 35
		• Monitoring and Oversight 36
		• Coaching 37
		• Resource Management 38
		• Team Leadership 39

[CONTENTS →](#)

Contents

Capability Framework Overview	04	Core Attributes Framework	11	Mapped Skills Framework	23
■ Our Approach	05	■ Curiosity	12	■ Communication	24
■ Purpose	05	■ Ingenuity	13	■ Customer Delivery/Focus	25
■ How does the Capability Framework work?	06	■ Honesty	14	■ Sharing Knowledge	26
■ Guidance for using our Capability Framework	07	■ Balance	15	■ Planning and Prioritising	27
■ Benefits of using our Capability Framework	08	■ Delivery	16	■ Process and Experience Optimisation ..	28
■ Recruitment	09	Mapped Attributes Framework	17	■ Relationship Management	29
■ Learning and Development	09	■ Openness and Accountability	18	■ Analytical Approach	30
■ Performance Management	10	■ Team Player	19	■ Presentation Skills	31
■ Recognising Success	10	■ Flexibility and Adaptability	20	■ Research and Prepare	32
■ In Summary	10	■ Understand Others	21	■ Facilitation	33
		■ Understand Self	22	■ Creativity	34
				■ Influencing and Persuading	35
				■ Monitoring and Oversight	36
				■ Coaching	37
				■ Resource Management	38
				■ Team Leadership	39

Capability Framework Overview

Our Approach	05
Purpose	05
How does the Capability Framework work?	06
Guidance for using our Capability Framework	07
Benefits of using our Capability Framework	08
Recruitment	09
Learning and Development	09
Performance Management	10
Recognising Success	10
In Summary	10

Our Approach

Our “Capability Framework” has been specifically designed to embed our company values and support the achievement of our goals and overall mission.

The framework outlines the core attributes (behaviours) and skills to be exhibited, as well as the contribution and impact expected from you, to be successful in role.

The framework is designed to support a development-oriented relationship between you and your line manager and will act as an invaluable guide for you, providing a clear overview of the attributes, conduct and skills which will be valued, recognised and rewarded.

Purpose

The purpose of this framework is to help:

- Recruit and promote employees more effectively
- Identify skills or development gaps, in your current role or a role you are working towards
- Support performance management, ensuring it is carried out in an efficient, fair and standardised manner
- Ensure you are recognised for your expertise and contribution
- Identify and provide tailored training and professional development, and
- Inform effective succession planning.

How does the Capability Framework work?

The framework defines core attributes applicable to all roles and optional “attributes and skills” which have been mapped to each role based on the capability level required to perform the role.

For each “core attribute” and optional “mapped attributes and skills”, we have defined the level of capability required (what good looks like) at 4 different levels to establish a consistent set of guidelines, or benchmark standard, against which everyone can be measured. The 4 levels are defined as follows:

1. **Building Foundations** – applicable to newly appointed or promoted employees
2. **Demonstrating Capability** – applicable to employees established in role
3. **Enabling and Advising** – applicable to either an SME or line manager
4. **Inspiring and Mobilising** – applicable to employees in leadership roles

These 4 levels equate to increasing levels of responsibility, accountability, impact, and contribution to the business. We recognise and value roles in this way as it directly links to our success in achieving our aims, elevating our reputation, and safeguarding our future.

Guidance for using our Capability Framework

- The narrative in the boxes under each level, e.g., “Building Foundations”, describes the capability level required for you to meet the attribute or skill requirements for that aspect of your current role,
- The capability level for each attribute or skill increases on a cumulative basis as you move left to right across the page, e.g., if your role has been mapped to level 3 (“Enabling and Advising”), you should be fulfilling all of the requirements laid out in “Building Foundations” and “Demonstrating Capability” as well as “Enabling and Advising”
- You are encouraged to refer to the Capability Framework to support your personal development. The framework will help you to identify attributes or skills to work on in your current role, or develop towards, if you would like to be considered for future opportunities or promotion.
- Within the booklet you will notice that a number of the attributes or skills have a “Key” included at the top of the page. This means they are only applicable to roles which have a people leadership or influencing focus to them.

- LMs Line Managers
- SMES Subject Matter Experts
- PMs Project Managers
- Leaders Leaders

Capability required under “Building Foundations” level

Capability required under “Enabling and Advising” level

Curiosity
Learning mindset, expansive thinking, not standing still
Responsibility, Accountability and Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
Naturally inquisitive. You are curious about why things are done the way they are.	You consistently demonstrate curiosity and a willingness to learn. You ask questions despite any misgivings you may have.	You employ an effective coaching style to encourage curiosity within your team. You engage in respectful and curious questioning to better understand other's viewpoints.	You role model curiosity by taking the time to actively seek the opinions of others. You celebrate examples of, and give recognition to, individuals or teams demonstrating curiosity.
You seek opportunities to share experience and learn from colleagues. You demonstrate an authentic interest in others and what they may have to share. You listen attentively when a colleague is voicing a point of view or perspective.	You seek opportunities for self-development. You embrace knowledge and stay up to date with advances in own area of expertise.	You encourage others to share their knowledge and learning amongst the team and wider group. Utilising your specialist skills and knowledge you advise and guide colleagues on using a variety of tools and techniques.	You share your own development journey, encouraging others to be curious and giving permission to invest time in themselves. You display vulnerability by asking questions and in doing so demonstrate everyone has the opportunity to learn and grow at MVR.
You share learning and insights with colleagues. You are open and receptive to feedback.	You apply/share knowledge to find new ways of working and approaches. You research and share insights to support on-going product development and improvements to benefit the customer and MVR.	You transfer skills and knowledge to others to support their development and build out MVR capability and knowledge. You actively encourage others to develop and try out new ideas for themselves.	You share insights to support on-going product development and improvements for the benefit of the customer and MVR.
You remain open minded when presented with new information and ideas. You are driven to learn more about your field of expertise.	You willingly take on research projects to inform curious questions. You proactively research advances in your own area of expertise and broader.	You provide insight and expertise on industry trends and development, including competitor propositions, to create competitive advantage.	You without fail judgement and listen to understand, rather than defend or prove your point as a leader.

Curiosity
Learning mindset, expansive thinking, not standing still
Responsibility, Accountability and Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
Naturally inquisitive. You are curious about why things are done the way they are.	You consistently demonstrate curiosity and a willingness to learn. You ask questions despite any misgivings you may have.	You employ an effective coaching style to encourage curiosity within your team. You engage in respectful and curious questioning to better understand other's viewpoints.	You role model curiosity by taking the time to actively seek the opinions of others. You celebrate examples of, and give recognition to, individuals or teams demonstrating curiosity.
You seek opportunities to share experience and learn from colleagues. You demonstrate an authentic interest in others and what they may have to share. You listen attentively when a colleague is voicing a point of view or perspective.	You seek opportunities for self-development. You embrace knowledge and stay up to date with advances in own area of expertise.	You encourage others to share their knowledge and learning amongst the team and wider group. Utilising your specialist skills and knowledge you advise and guide colleagues on using a variety of tools and techniques.	You share your own development journey, encouraging others to be curious and giving permission to invest time in themselves. You display vulnerability by asking questions and in doing so demonstrate everyone has the opportunity to learn and grow at MVR.
You share learning and insights with colleagues. You are open and receptive to feedback.	You apply/share knowledge to find new ways of working and approaches. You research and share insights to support on-going product development and improvements to benefit the customer and MVR.	You transfer skills and knowledge to others to support their development and build out MVR capability and knowledge. You actively encourage others to develop and try out new ideas for themselves.	You share insights to support on-going product development and improvements for the benefit of the customer and MVR.
You remain open minded when presented with new information and ideas. You are driven to learn more about your field of expertise.	You willingly take on research projects to inform curious questions. You proactively research advances in your own area of expertise and broader.	You provide insight and expertise on industry trends and development, including competitor propositions, to create competitive advantage.	You without fail judgement and listen to understand, rather than defend or prove your point as a leader.

Please note: As a business we are very supportive of helping you to reach your potential. Courses or other development activity may be business funded provided there is a clear business benefit from doing so. Equally, the attainment of new skills and attributes will only be formally recognised and rewarded where there is a clear business need and benefit.

Benefits of using our Capability Framework

Our “Capability Framework” has been designed to help align your skills, capabilities and knowledge with our overarching goals and mission statement, resulting in business improvements and efficiency levels.

The “Capability Framework” has been designed to underpin key areas of our Employee Lifecycle (shown right).

The Capability Framework underpins the Employee Lifecycle:



Specifically, the framework will support employee lifecycle activities in the following ways:

1. Recruitment

The ability to demonstrate consistency of approach and criteria in recruitment decisions is key, and the Capability Framework will inform role profiles and interview questions to ensure a fair and equitable process is adopted. Enabling MVR to assess transferable skills and identify required behaviours regardless of experience or career backdrop.

Having a clear and well-defined capability framework will support effective recruitment processes. The framework will underpin all job descriptions as well as form the basis of the selection criteria and tools, allowing for greater clarity on skills, knowledge and attributes required for both recruiters and candidates.

Decisions on whether to hire or promote will be based on an individual's performance during formal and informal assessments against the capabilities outlined within the framework.

2. Learning and Development

We believe and invest in our employees to develop and progress. Having a clearly defined, capability framework will allow you and your line manager to identify potential gaps in knowledge, skills and personal attributes, providing effective and timely learning and development interventions. The framework also provides clarity around career paths and what you need to work on and demonstrate to put yourself in a strong position for promotion or progression, enabling you to take ownership of your own development needs.

As well as being encouraged to have regular check-ins with your line manager, you will have an annual Performance Development Review meeting, during which you will talk about skills, attributes and development opportunities based on any identified skills gaps and/or progression goals. The results of this review will feed into your development plan, aimed at developing new capabilities with a view towards progression within role or a promotion or move to a different role.

3. Performance Management

To ensure you have clarity on what is expected of you in your role, you and your line manager can reference the framework to benchmark your attributes and skills against the company wide standard for the role you are in or for the one you aspire to be in.

As such, the framework can be used as a guide to support performance expectation setting and performance management activity. In fact, our “Capability Framework” has been designed to work alongside our “Performance Management Policy and Procedure”, which can be found on our Sharepoint.

You should have a “Personal Development Plan (PDP)” to help you progress towards your next career or personal development goal. Please revisit your plan at regular intervals with your line manager, to ensure you are getting the support you need, as well as giving you the opportunity to raise any queries. Your PDP can include short-term aims linked to your current objectives or the nature of your project, together with longer term aims in support of your career development and aspirations.

4. Recognising Success

MVR performance is measured against the achievement of organisation-wide goals set and communicated throughout the year by the leadership team.

Our intention is to be able to reward you for your hard work, performance and contribution towards our collective success. The ability to recognise success at an individual level, is key for the overall success of MVR, and the framework sets the standard expected ensuring a fair and equitable approach to performance reviews and reward allocation. So, if you are proactive and use your initiative, and your actions and contributions benefit your colleagues or our customers, this will be recognised.

5. In Summary

“Capability Frameworks increase clarity around performance expectations, career pathways and establish a clear link between individual and organisation performance”

Toby Everitt

To be most effective, you are encouraged to reference the Capability Framework on a regular basis, as it will support you and your line manager to maximise your potential and contribution as an MVR employee.

Core Attributes Framework

Curiosity	12
Ingenuity	13
Honesty	14
Balance	15
Delivery	16

Curiosity

Learning mindset, expansive thinking, not standing still

Responsibility, Accountability and Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
Naturally inquisitive. You are curious about why things are done the way they are.	You consistently demonstrate curiosity and a willingness to learn. You ask questions despite any misgivings you may have.	You employ an effective coaching style to encourage curiosity within your team. You engage in respectful and curious questioning to better understand other's viewpoints.	You role model curiosity by taking the time to actively seek the opinions of others. You celebrate examples of, and give recognition to, individuals or teams demonstrating curiosity.
You seek opportunities to share experience and learn from colleagues. You demonstrate an authentic interest in others and what they may have to share. You listen attentively when a colleague is voicing a point of view or perspective.	You seek opportunities for self-development. You embrace knowledge and stay up to date with advances in own area of expertise.	You encourage others to share their knowledge and learning amongst the team and wider group. Utilising your specialist skills and knowledge you advise and guide colleagues on using a variety of tools and techniques.	You share your own development journey, encouraging others to be curious and giving permission to invest time in themselves. You display vulnerability by asking questions and in doing so demonstrate everyone has the opportunity to learn and grow at MVR.
You share learning and insights with colleagues. You are open and receptive to feedback.	You apply/share knowledge to find new ways of working and approaches. You research and share insights to support on-going product development and improvements to benefit the customer and MVR.	You transfer skills and knowledge to others to support their development and build out MVR capability and knowledge. You actively encourage others to develop and try out new ideas for themselves.	You share insights to support on-going product development and improvements for the benefit of the customer and MVR.
You remain open minded when presented with new information and ideas. You are driven to learn more about your field of expertise.	You willingly take on research projects to inform curious questions. You proactively research advances in your own area of expertise and broader.	You provide insight and expertise on industry trends and development, including competitor propositions, to create competitive advantage.	You withhold fast judgement and listen to understand, rather than defend or prove your point as a leader.

Ingenuity

Application of curiosity. Inventive, uses initiative, solution orientated

Responsibility, Accountability and Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You support the improvement of working practices and processes by contributing and sharing ideas.	You use your experience to identify alternative approaches to improving what we do and how we do it.	You make suggestions for improvements to teamwork processes or ways of working. You upskill others and document processes and methodologies to embed new practices and deliver efficiencies which benefit MVR and the customer.	You lead on strategies to solve organisation-wide issues, such as process improvements, which will deliver significant benefits.
You select the most appropriate models, tools and methods for a piece of work.	You identify, promote and use new or best practice models, tools and methods.	You advise and coach others on the most appropriate models, tools and methods for a piece of work.	You are able to assess options and make decisions for the benefit of the individual, the team and the customer.
You share customer insights to support on-going product development and improvement.	You proactively gather data and seek best practice outside MVR to inform decisions and achieve better outcomes.	You focus on ideas which will have long term value or broader application. You support individuals and teams seeking ingenious solutions when faced with challenges.	You champion products and services which are original or new to the industry and could provide MVR with competitive edge. You think broadly about the future, providing fresh thinking and creating new solutions to achieve competitive edge.
You approach issues with a willingness to question assumptions.	You identify options for addressing issues and evaluate the strengths and weaknesses of each option, making recommendations based on your assessment.	You deal with problems in creative ways, seeking commonalities and links rather than gaps and differences. You face into ambiguous issues, questioning assumptions to reach a fuller understanding to enable solutions to be identified.	You proactively spot future issues and remove obstacles to successfully meet our strategic goals. You consistently enable MVR to overcome challenges and deliver in line with customer commitments.

Honesty

Build trust, accountable for your actions, challenge others and uphold standards, demonstrate integrity and champion our values
Responsibility, Accountability and Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You understand your role and contribution within MVR. You understand how your guidance and advice is of value to the team. You understand how your actions impact the team.	You understand your role and contribution within MVR and can be relied upon to hold yourself to account. You uphold and deliver on promises so colleagues can rely on you.	You are open and honest with your team, and they understand what is expected of them. You are trusted to lead, having gained the confidence and trust of others through honesty, authenticity and acceptance of responsibility.	You inspire trust internally and externally by upholding and delivering on promises, and by ensuring MVR delivers on commitments. You make strategic decisions taking account of risk appetite, the impact on the environment and what is in MVR's best interests.
You work and conduct yourself in line with MVR values. You stand up for what you believe is right, staying true to your values and beliefs.	You work and conduct yourself in line with MVR values and encourage others to do the same. You have the moral courage to do the right thing and will challenge thinking and decisions you believe are not in the best interests of MVR.	You role model our values and successfully influence others to ensure MVR complies with best practice standards and procedures. You demonstrate courage in doing the right thing, even in challenging circumstances.	You champion MVR values, role modelling honesty and integrity, inspiring trust in employees, stakeholders and customers. Through your day-to-day interactions, you create a culture of honesty and integrity.
You demonstrate a respect for and protect the integrity and confidentiality of information.	You work in line with best practice guidelines and specific technical requirements for your role. You are forthcoming about mistakes, in spite of any misgivings you may have, and take learning from them.	You encourage and advise others how to work in line with best practice requirements. You maintain confidentiality regardless of pressure from others to protect MVR's interests.	Through your actions you foster an environment based on trust. You lead by example and encourage an environment where mistakes and learning are shared.
You understand how your actions impact the team and customer delivery.	You are mindful of your actions and behaviours and how these impact the team. You demonstrate accountability by facing into issues with the determination to overcome them.	You feedback to your team in a positive and effective way to drive improvements, holding effective informal conversations to address performance levels.	You challenge behaviours or conduct not in line with our values. You respond with finesse when faced with on-the-spot questions or challenges during or after meetings / presentations.

Balance

Balances needs of customer and end user, work and personal life, demonstrating flexibility and discretionary effort

Responsibility, Accountability and Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You have the courage to ask for help when you need it to avoid feeling overwhelmed.	You manage a range of demands by multi-tasking effectively. You are prepared to go the extra mile when required, but also recognise when you may be pushing yourself too much.	You manage a range of demands on you and the team and show resilience and resourcefulness when working with a number of competing priorities, seeking support where needed.	You recognise individuals, role modelling flexibility and discretionary effort while still maintaining a healthy WLB.
You are flexible and supportive, offering support and advice to colleagues to help them solve problems when they need it.	Your influence on the team is positive and you demonstrate empathy and support for colleagues when they need it.	You ensure the team understand how their contribution impacts the customer. You balance the needs of the customer against what's best for your team's health and well-being by contracting for deliverables up front and pushing back where needed.	You keep the focus on our vision, mission and goals to ensure we use and manage our resources effectively to create maximum efficiency, even where there are competing priorities or unanticipated demands.
You plan and take responsibility for your work to ensure objectives and deliverables are met efficiently.	You regularly go the extra mile and are committed to making a difference, while taking ownership and managing your own wellbeing.	You show an understanding of the priorities and work pressures on others and yourself and take action to avoid any detrimental effect/impact on wellbeing. You ensure the team have the resources they need.	You shape our strategy in a way that balances both customer and MVR needs. You role model maintaining a healthy work life balance, by being open about your flexibility and downtime, thereby giving permission for others to do the same.
You show an understanding of the priorities and work pressures on others and on yourself.	Your expertise and support for the wider team creates tangible efficiencies. You manage a range of demands by multi-tasking effectively.	By upskilling and sharing your knowledge with colleagues, you enable them to work more autonomously, and workload can be shared more easily.	You create an environment for success in which employees are challenged to do their best through coaching and recognition in a supportive environment.

Delivery

Do what we say we'll do, demonstrate ambition and create high performance. Drives for results. Collaborates and fulfils commitments
Responsibility, Accountability and Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You plan and take responsibility for your work. You break down problems into simple task requirements.	You work with positivity and persistence until milestones or goals are met. You focus on meeting agreed actions to enable those relying on you to progress.	You build individual and team credibility by demonstrating professional expertise, building a positive reputation by delivering on promises. You show resilience when working with a number of different problems, which are all high priority.	You are helping MVR to grow its reputation by delivering on promises. You instil and create trust in external stakeholders by delivering on promises*. You review organisation activity against strategic goals to track progress, contingency plan and smooth the way.
You are able to work with different colleagues in a collaborative and effective way.	You involve key people to gain buy-in to your ideas and support delivery. You present information and insight in a variety of ways to inform and influence good decisions.	You promote a team-based approach to problem solving, coordinating activities and supporting colleagues to deliver.	You are able to deal with ambiguity, uncertainty and navigate a path for the team to maintain focus, engagement and enthusiasm to achieve our goals.
You are positive and enthusiastic to make a significant and positive contribution to the team.	You volunteer for opportunities to step outside your comfort zone and apply yourself with energy and enthusiasm.	You are able to make sense of ambiguous situations and explain the situation and/or options to others, with clarity to enable progress. You assume ownership for issue resolution and/or delivery even where accountability is unclear.	You use your understanding of key change drivers to influence and maintain focus on delivering outcomes critical to strategic success.
You ensure your work is delivered on time and to a high standard.	You monitor your progress against objectives and escalate issues when appropriate to allow resolution.	You drive strategic results. Your contribution is instrumental to MVR's reputation and success.	You create a compelling vision bringing MVR's strategy to life through openness and storytelling, inspiring others to share your ambition and commitment.

Mapped Attributes Framework

Openness and Accountability	18
Team Player	19
Flexibility and Adaptability	20
Understand Others	21
Understand Self	22

Openness and Accountability

LMs

SMEs

PMs

Leaders

What happens after something has happened, the ownership of consequences

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You understand the importance and value of seeking / giving feedback from or to team members.	You check in and seek regular feedback from team members, taking their input into consideration when planning ahead or reporting on progress.	You ensure team members are clear on what is expected of them through open and regular communication reducing the chances of any misunderstanding and ensuring tasks are completed effectively.	You work hard to remedy any issues or shortcomings, taking full responsibility with peers and customers for solving problems.
You give well-constructed, well-intended feedback to others, and invite and receive constructive criticism positively.	You are consistently open and honest, sharing well considered observations and suggestions with peers and senior managers.	You believe being as open as possible and sharing learning from shortcomings is critical to establishing and maintaining a progressive and innovative learning culture.	You champion openness in the workplace by eliciting feedback and seeking others' opinions.
You invite feedback from others, including your immediate team.	You are open and honest about your own work; taking responsibility for addressing any issues or shortcomings.	You hold yourself to account and share any personal shortcomings or learning with the team (or your colleagues) to encourage them to do the same.	You drive a culture of responsibility and accountability, proactively preventing the development of a blame culture and attitudes.
You are willing to support corrective actions or activities.	You volunteer to be involved in and/or take the lead on delivering preventative measures to avoid repeat occurrences.	You lead "lessons learned" sessions, helping colleagues identify opportunities to improve processes, decision points and actions to prevent repeat issues.	You share powerful anecdotes and examples in support of accepting accountability and the value of learning from the experience.

Team Player

Positive contribution, shares learning and insight, open minded, delegation, understands priorities, working with others
(conflict management / demonstrate empathy)

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You demonstrate a willingness to learn from others and have volunteered to get involved in projects or initiatives.	You are keen and enthusiastic to make a significant and positive contribution to the team.	You actively encourage the involvement of colleagues and value their contribution.	You genuinely value the expertise of others and promote a team-based approach to problem solving.
You are not afraid to share your previous experience or your knowledge on a subject, if you think it will interest or benefit your colleagues and what they are working on.	You share what you have learnt and your experience with others to achieve results.	You encourage others to share their learning and knowledge with the team and a wider stakeholder group.	You are passionate about and encourage collaboration, networking internally and externally to support this.
You focus on reaching agreed actions to enable your colleagues to progress.	You show an understanding of the priorities and work pressures of others and on yourself.	You initiate and facilitate the sharing of knowledge and best practice to help MVR.	You understand the challenges associated with cross-functional teamwork, facilitating difficult conversations as required to enable group success.
You seem comfortable working on your own and as part of a group.	You are equally comfortable leading a piece of work or contributing as a team member, taking direction from someone else.	You proactively build wide reaching relationships and help put people in touch with others who may have insight and knowledge.	You build morale and positivity across the business with your can do attitude.

Flexibility and Adaptability

How quickly an individual can adapt to certain unfamiliar or unexpected scenarios, the ability to cope with unforeseen situations or circumstances

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You have demonstrated a desire and aptitude to build know-how and learn new skills to enable you to contribute to MVR delivery.	You seem comfortable working in a fast-paced environment. You are comfortable taking on new tasks and are able to learn new skills quickly, with limited or no notice or preparation time.	You adapt quickly to unfamiliar or unexpected scenarios and react quickly to changing strategies and ideas.	You thrive with ambiguity and successfully support others through change.
You have settled in well to working as part of a team and are open to getting involved in a range of activities.	You have built solid relationships and work well with customers and peers.	You strive to adapt your behaviour and interactions to meet the needs of peers and customers to achieve desired outcomes for all parties.	You know when it is appropriate to use a quick 80% perfect solution; while ensuring it is fit for purpose, taking steps to mitigate any detrimental impact to customer relations or reputational damage.
You are open to feedback and willing to adapt your approach to be more effective in role.	You have demonstrated a wiliness and aptitude to be flexible to support colleagues to overcome challenges or meet a deadline.	You embrace change and face challenges with a positive mindset, with the ability and willingness to solve issue with a solution-orientated approach.	You create a culture that supports taking well-reasoned risks when faced with adversity or difficult choices.
You ensure your workspace and information is well organised, enabling you to find documents or evidence quickly when required.	You prioritise tasks and contribute to projects, using tools, such as timers and digital workspaces to help you stay organised.	You are not afraid to apply your skills and expertise to contribute to tasks and projects outside of your area of expertise.	You visibly push yourself to try new things outside of your comfort zone and are comfortable openly sharing how this makes you feel with colleagues.

Understand Others

Pay attention to others, respect and value diversity and inclusivity at work, maximising effective working together

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You demonstrate an awareness of how others are feeling.	You notice others' feelings, opinions and their circumstances.	You understand others' reactions and use this insight to act appropriately and effectively.	You have a deep understanding of others' views and frames of reference.
You are naturally curious and interested in finding out about backgrounds, views and interests of others.	You respect and acknowledge diverse views, embracing different cultures and backgrounds.	You encourage people to express themselves in an authentic and respectful manner.	You have intervened in an appropriate, timely manner and effectively diffused situations which could have become very difficult.
You treat people as individuals, demonstrating empathy and support.	You understand others' perspectives and how messages can be interpreted and misinterpreted.	You are passionate about equal opportunities for all and will challenge poor behaviours or attitudes in line with our values.	You role model an inclusive and flexible style of working to encourage others to be equally accommodating with people from diverse backgrounds.
You make time to get to know your immediate colleagues.	You use your knowledge of the views and backgrounds of colleagues to consider how best to approach and work together on initiatives.	You have personally taken action and assumed responsibility to help promote diversity and inclusivity within MVR.	You proactively support and create opportunities for difference to be celebrated within MVR.

Understand Self

Gather feedback to inform self-awareness and development, to be at your best at all times

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You are in the discovery phase of finding out your natural strengths and weaknesses within the context of the workplace.	You understand your strengths and weaknesses and are open and receptive to feedback.	You understand the impact of your behaviour on others and actively seek feedback.	You manage your impact in a wide range of situations by consciously adapting your behaviour.
You are willing to get involved in new activities and are open and receptive to feedback from colleagues.	You seek opportunities for self-development and change your approach / behaviour if helpful.	You seek opportunities to learn from colleagues.	You act on feedback from internal and external stakeholders.
You have been receptive to adapting your behaviour if needed to align with MVR values.	You accept and act on areas of self-development, when these are brought to your attention.	You proactively find ways to manage your own self-development.	You manage your development strategically over the the longer term.
You protect your ability to focus and be productive by looking after your well-being by taking breaks in an appropriate manner.	You work in a way that enables you to be effective in role, adapting your working environment to be at your best.	You are comfortable sharing your own journey of self-awareness with colleagues, encouraging and giving them permission to do the same.	You role model the ability and choice employees have, to work how they will be most effective.

Mapped Skills Framework

Communication	24	Research and Prepare	32
Customer Delivery/Focus	25	Facilitation	33
Sharing Knowledge	26	Creativity	34
Planning and Prioritising	27	Influencing and Persuading	35
Process and Experience Optimisation	28	Monitoring and Oversight	36
Relationship Management	29	Coaching	37
Analytical Approach	30	Resource Management	38
Presentation Skills	31	Team Leadership	39

Communication (Verbal and Written)

Ability to share and document information, knowledge and insights to ensure shared understanding within appropriate timescales
Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You have verbal and written skills to effectively engage with immediate colleagues (on a 1 to 1 or small team basis).	You demonstrate effective verbal and written communication skills when engaging with colleagues, customers, suppliers and partners.	You communicate fluently, verbally and in writing, and can present complex information to both technical and non-technical audiences.	You set the standard for how documents are written and presented aligned to MVR brand – language, visuals and/or produce communications for key internal or external stakeholders.
You respond to requests for confirmation of data and information in a timely manner.	You demonstrate impactful communication skills (oral, written and presentation) in both formal and informal settings.	You provide challenge to, and validation of, written data and information provided by others.	You understand and communicate industry developments, and the role and impact of technology to inform MVR product development and delivery.
You create accurate, clear and concise written information in response to requests.	You offer stakeholders written relevant data, information and knowledge using established formats on a regular basis.	You encourage the sharing of relevant data, information, knowledge and insights at meetings, supporting colleagues to develop their verbal and written communication skills.	You employ active listening in all interactions, demonstrating genuine interest and engagement in what is being shared with you.
You are comfortable sharing previous experience or suggestions with colleagues, either in writing or verbally.	Your ability to communicate effectively enables you to build rapport with colleagues and other key stakeholders.	You have the ability to translate complex or specialist input and explain this clearly and concisely for key stakeholders.	You communicate in ways that take account of the interests of different stakeholders across the business.

Customer Delivery/Focus

Provides a personal service, keeps the end user in mind, delivers on promises and manages expectations

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You listen to customer feedback and take appropriate action in a timely manner.	You take ownership of actions which arise from customer interaction and feedback.	You recognise customer dissatisfaction and take appropriate action to resolve or escalate to achieve resolution.	You act as a role model for others in terms of customer interactions and customer delivery.
You are building out your knowledge of our customers and by asking questions and working closely with colleagues.	You understand how decisions and actions may impact the customer and will share your ideas or concerns with the decision maker to ensure a positive outcome.	You demonstrate accountability for gathering and processing customer information, to inform and guide the effective resolution of issues, and promote better outcomes for MVR and the customer.	You handle more difficult customer demands and complex problems and escalations.
You provide information and input to support the delivery of customer value propositions.	You significantly contribute to the delivery, development and management of customer value propositions.	You lead and develop new products and processes to build out new customer value propositions, and their delivery to market.	You advise on and influence our customer service proposition, based on customer feedback and industry best practice.
You will seek input from others to help make informed decisions in the best interests of the customer.	You have built up a robust understanding of our customers products and services and are able to translate customer ideas into tangible products and services.	You regularly meet or exceed customer needs and expectations and provide excellent support to your project(s) in a direct or indirect capacity.	You lead organisation wide activity to develop customer value propositions, identifying strategic opportunities to innovate, especially where there is benefit for both the customer and MVR.

Sharing Knowledge

Transferring skills and knowledge to others, building understanding and know-how, support colleague development, improving innovation and collaboration across MVR

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You are willing to share your knowledge and experience where you think this may benefit an individual or potentially the wider team.	You have successfully contributed to team success by sharing your skills and knowledge with your colleagues, enabling the team to progress / deliver more effectively.	You are recognised as an SME internally and regularly spend time with others, building out their knowledge and creating a deeper understanding on a subject or issue to help them in the future.	You regularly share what you have learnt from talking to customers, employees and industry experts, sharing anecdotes of how others have helped you or contributed for the customer's benefit.
You capture what you have learnt, enabling you to utilise this resource to support your development.	You collect, organise and store information in a well-structured manner, creating a helpful resource for colleagues.	You have created information repositories for the team and the wider business to use, for the benefit of MVR and customer delivery.	You advocate a culture of sharing information and learning from others, thereby creating an environment that encourages the constant pursuit of knowledge to move forward.
You are open to demonstrating your work with others to support product and/or process development.	You will organise, and be involved in, the delivery of formal and informal knowledge transfer and learning activities with colleagues, to support the development of MVR capability.	You encourage your colleagues/team to pursue knowledge and advocate looking for different ways to do things to support an innovative culture.	You encourage and motivate employees to share their skills and knowledge by creating the space and place for them to do so, either online or in a face-to-face forum, and by giving recognition to individuals/teams who have done so effectively.
You appear comfortable asking for the help and support of others, not afraid to ask questions to build out your understanding of how and what we do at MVR.	You have the desire and patience to invest your time with colleagues in support of their development, in particular new members of the team, enabling them to make a valued contribution early in their career with us.	You facilitate brainstorming sessions, and/or offer training to colleagues in support of knowledge sharing and skills transfer to accelerate MVR capability.	You identify and secure input from industry leading experts to inform and challenge our thinking to continually strengthen our proposition and standing compared to other providers.

Planning and Prioritising

Produces plans to meet MVR goals and deadlines. Plans and prioritises workload, effectively juggling priorities (self and work)
Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You are learning to use basic MVR processes, tools and applications for your role.	You understand and use appropriate methods, tools, applications and/or processes for effective delivery.	You are an expert in planning methods, tools, applications and processes for effective delivery, supporting colleagues as needed.	You define and cascade MVR goals on a rolling basis, enabling effective planning and prioritisation across the organisation.
You demonstrate an organised approach to work, ensuring you can meet agreed deadlines.	You develop and manage plans for project/team deliverables, including contingency plans as required, in response to changing priorities, deadlines or milestones.	You develop, implement and manage plans for large projects, including plans where there are significant interdependencies with other deliverables.	You look ahead and develop strategic plans, to enable MVR to create sustainable solutions aligned to our goals and ultimately our Mission.
You are able to identify and sequence the activities required to complete a discrete piece or phase of work.	You identify and sequence the activities required to complete a project or significant phase of work, taking into account inter-dependencies and balancing different requirements.	You anticipate changing organisation or customer requirements which may impact planned activities or priorities and create suitable contingency plans.	You identify and/or anticipate changing external factors which may impact MVR delivery plans and create the space and resource to create contingency plans and/or pivot accordingly.
You inform stakeholders if you anticipate any issues with the activity you are completing, in a timely manner.	You let key stakeholders know early of any obstacles to effective delivery of a task or piece of work, to enable contingency planning and decision making.	You proactively inform stakeholders of any issues or changing interdependencies for a project or key deliverable, recommending and updating the plan accordingly.	You partner our customers, keeping both parties on track and informed regarding any key developments, which may impact on plans and deliverables.

Process and Experience Optimisation

Identifies and/or recommends different ways to perform business activity to deliver more value (reduce time/cost)

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You respond positively to requests to review processes and have identified small incremental improvements.	You identify improvement opportunities within your own team or project to improve the employee or customer experience.	You are able to identify alternative solutions, assess feasibility and recommend new ways of working within your department or project to simplify, save time and/or cost.	You champion a culture of innovation and process improvement, sharing examples and giving recognition to individuals/teams who have done so effectively.
Your curiosity about why we do things the way we do and asking questions, helps us to sense check whether a process is optimised or still relevant.	You design and deliver incremental process improvements with measurable benefits. You analyse existing processes on a regular basis to identify improvements.	You identify opportunities to implement MVR-wide strategic process improvements with measurable business wide benefits. You document processes and provide guidance to upskill others and reduce key person dependencies.	You oversee customer interactions with MVR, ensuring they are smooth, consistent and straightforward. Where improvements are required, you facilitate an appropriate response to drive customer advocacy.
You are comfortable sharing your experience of onboarding and being inducted into MVR, providing suggestions to enhance the experience, for the benefit of other new joiners.	You adopt a systematic approach to reviewing, analysing and identifying improvements to existing MVR processes.	You benchmark best practice externally and innovate internally to ensure MVR is always on the front foot in optimising processes, and in turn the employee and/or customer experience.	You prioritise the processes which significantly influence customer experience(s), ensuring MVR maintains competitive advantage by innovating behind the scenes.
You make suggestions for improvements to personal / team-work processes.	You are not afraid to initiate discussion to address any process issues you encounter, which are negatively impacting the customer or employee experience (or both).	You are recognised as an SME internally and regularly spend time helping others to identify opportunities to improve, coaching them to develop a process improvement mindset and methodology.	You ensure employees are provided with the resources, tools and training they need to constantly improve processes to provide customers with outstanding experiences.

Relationship Management

Creates connections, builds rapport, active listener, demonstrates understanding and empathy, is positive and approachable
Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You demonstrate active listening in straightforward interactions on a group and 1 to 1 basis.	You demonstrate good levels of active listening and open body language despite some challenge.	You demonstrate high levels of active listening even when people are challenging or have different points of view.	You demonstrate high levels of active listening even when people are extremely challenging or have very different points of view, potentially displaying strong emotions.
You are comfortable asking questions to clarify what's expected, demonstrating respect for your colleague's experience and advice.	You are sensitive to other people's feelings, opinions and circumstances, and will ask questions to better understand the other person's needs / requirements.	You build rapport by asking probing questions to develop a deeper understanding of the other person's or teams needs / requirements.	You use a wide range of questioning techniques and active listening skills to develop and demonstrate a deep understanding of the other person's view or position.
You are building out good connections with colleagues, spending time getting to know them, demonstrating genuine interest in their role and interests.	You focus on what you have in common with colleagues to build connections, demonstrating understanding and empathy, while being respectful of and acknowledging diverse views.	You set aside any areas of difference to develop a connection with other people, matching and mirroring their verbal and non-verbal cues to demonstrate empathy with their emotional state.	You remain calm and demonstrate empathy, even when delivering unpopular or difficult messages to a group or individual.
You have settled in well to the team, making the effort to get to know colleagues and endearing yourself by being positive and friendly.	You make time to get to know other people and invite feedback on how you come across to build into your self-development.	You use your understanding of yourself and other people's perspectives to find ways to successfully build rapport and connections with others.	You invest time in building relationships internally and externally, ensuring you are seen as an approachable and empathetic ambassador for MVR.

Analytical Approach (to Problem Solving)

Combining different data sources to identify trends, areas of importance and key insights. Identifies and evaluates solutions, recommendations, options for action.

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You are able to translate raw data into meaningful information, to respond to business requests.	You evaluate data to hypothesise, identify causes and make recommendations for relevant actions.	You have the ability to spot strengths, weaknesses, opportunities and threats to proposals within your area, and act on them.	You develop strategies to solve MVR-wide problems or issues, with consideration of potential positive and negative impacts and the associated risks.
You use appropriate analysis methods to inform decision making.	You thoroughly evaluate research to create options and inform our decisions. You conduct investigations and/or feasibility studies to assess what may be the best course of action or approach.	You use appropriate tools and criteria to recommend / oversee analysis activity and / or conduct proof of concept exercises. You identify solutions and /or recommend actions, taking into account both benefits and risks.	You identify internal and external trends and use sound judgement to take appropriate action.
You demonstrate a willingness and aptitude for problem solving.	You initiate actions to investigate and resolve straightforward problems / issues.	You are able to translate complex and/ or technical specialist issues, clearly and concisely for others (including customers).	You have a track record of turning ambiguous or difficult problems into opportunities. You make sound decisions, in a range of circumstances in MVR's best interests.
You show resilience when you come up against challenges. You are willing and able to learn from mistakes to deliver better outcomes and results.	You identify options for solving problems or issues, evaluating the relative strengths and weaknesses of each option.	You analyse and make decisions about complex problems and consider long term consequences and risks.	You show resilience and perseverance to find solutions and deliver results which are critical to MVR.

Presentation Skills

A practical exhibition and explanation of how something works or is performed, to inform, persuade or build goodwill

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You present ready-made and available content to respond to individuals or small groups to enable their understanding / buy-in.	You are able to create and deliver well constructed, informative presentations to colleagues.	You present in a variety of formal and informal settings: one-on-one, small and large groups on both simple and more complex topics to engage the audience.	You deliver interesting and well-received formal and informal presentations to large and small groups within our industry.
You maintain audience engagement whilst presenting.	You connect with external audiences using body language, intonation and tailored delivery media to meet specific requirements.	You lead demonstrations or presentations skilfully, using an appropriate blend of significant detail and anecdotes and/or illustrations.	You present to a broad and diverse population, easily adapting content and style to your audience.
You bring your own personality to the fore when presenting, which is engaging and feels authentic for your audience.	You maintain group focus with fresh information and appealing narrative.	You handle on the spot questions or challenges well while leading a demonstration or presenting.	You can confidently deliver an engaging message to a group of people, due to your thorough preparation, logical structure, engaging style and your ability to respond to audience needs.
You convey confidence thanks to your preparation and knowledge of the topic you are presenting on.	You demonstrate good eye contact and are able to gauge the reaction of your audience, checking for understanding and questions.	You are able to change tactics midstream when something isn't working.	Your original content presentations have been shared as best practice without our industry.

Research and Prepare

Sound methodology, horizon scanning, prepared to do the groundwork, assesses validity of data

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You understand the need to gather information, analyse, interpret and review it before providing a recommendation.	You gather information, analyse, interpret and review it before providing a solution or recommendation.	As well as researching information and data available to you online, you proactively seek out experts in the field, to fully assess all options before presenting a solution or a range of option(s).	In your role you utilise your knowledge and relationships within the industry to keep scanning the horizon for new thinking or opportunities which could benefit MVR.
You demonstrate a genuine desire to fully understand an issue and are open to guidance on how best to build your knowledge.	You approach research projects methodically for control, building a detailed understanding of the issue through extensive research.	You are able to challenge team members or colleagues to consider their research or findings from different perspectives to ensure they have not missed an important consideration.	You take the time to recognise and celebrate stand out pieces of research completed by employees which advance training opportunities by exploiting virtual training and simulation.
You complete task specific research activities in a timely and thorough way, asking questions to seek clarity where needed.	You demonstrate good application in searching for information, using a range of sources to ensure your research is credible.	You understand and recognise the value of using many sources of information to help build greater credibility in the information you are reviewing to inform decision making.	You are recognised as an expert in your field both internally and externally.
You take notes to support your research and understand the value of creating a robust audit trail to give your research credibility.	You are able to record your findings in a manner which clearly sets out the nature of the research, your methodology and your findings / recommendations.	You are recognised internally as an “research expert” and regularly coach and support colleagues.	You have written published articles regarding the findings from your research.

Facilitation

Guiding people through a process enabling them to share knowledge, explore issues, generate ideas, solve problems and resolve conflicts to reach a conclusion

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You work with known topics with low levels of complexity which are unlikely to be controversial.	You are able to facilitate sessions on different topics with groups of people, from a range of business areas and backgrounds.	You work with groups of people covering potentially controversial and difficult topics.	You proactively shape the process in the moment, based on the needs of the group whilst maintaining focus on the required outcomes.
You demonstrate a good awareness of your audience in facilitated sessions you are leading.	You identify when to take a different approach to progress activities and take the opportunity to do so.	You use your understanding of the audience and their perspectives to good effect, prompting and guiding the group towards consensus and actionable outcomes.	You deal with ambiguity, uncertainty, conflict and disagreement effectively while maintaining focus, engagement and enthusiasm.
You facilitate sessions with the aim of reaching agreement on outcomes with immediate timescales.	You work on outcomes with mid to long-term timescales which may require a step-by-step / phased approach.	You manage conflict and disagreement to reach agreement on outcomes with short timescales and / or which require further interventions.	You draw on a range of facilitation techniques and interventions to successfully reach conclusion on complex or interrelated topics.
You spend time preparing for sessions, asking questions to ensure you understand the goals of the meeting.	You prepare well for sessions you are leading or supporting and cover the agenda and capture outputs in the time allocated.	You are able to balance the agenda and pre-set goals with contributions and debate among participants.	You ensure everyone in the meeting has a voice, drawing out contributions from quieter participants and controlling anyone who is domineering the session.

Creativity

Thinking about a task in a new or different way, creative mentality & capability

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You seem to intuitively understand when a new approach may be beneficial.	You have identified and implemented new and different ways or working creating synergies for colleagues and/or customers.	You are able to make connections by observing what others are doing, enabling you to draw on their successes to achieve your own.	You create a culture of innovation and creativity by recognising and rewarding appropriately.
You have contributed to team discussions sharing your thoughts and ideas to help your colleagues.	You recognise there are risks involved with being creative, but you are not deterred, instead you are willing to try things that have not been done before.	You encourage team members to be creative and experiment to generate ideas to improve ways of working.	You recognise risk taking can lead to mistakes; but do not stifle creativity and support learning from mistakes.
You have identified at least one opportunity to change and improve the completion of a task or activity.	You are willing to test new ideas out to see if they work, seeing failure as an opportunity to learn and improve.	You can find patterns or connections between different ideas and use those connections to find opportunities to do things differently.	You are recognised internally as a key ideas person and are often used as a sounding board to assess the viability of a new idea or approach.
You are open to exploring and building on the creative ideas of others.	You are a creative thinker, always willing to give time to exploring new ideas, with the determination to find workable solutions.	You have successfully challenged our accepted ways of working and come up with many new and different ways to achieve the same or better outcomes.	You regularly attend networking events, enabling you to gain new perspectives which you apply creatively in your role.

Influencing and Persuading

You use your understanding of the audience and situation to communicate in an appropriate and impactful way

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You are proactively seeking to spend time with colleagues to build relationships, so you understand people's roles and needs.	You involve key people to gain buy-in to your ideas.	You use your understanding of MVR's culture and informal relationships to influence across all levels.	You generate excitement and momentum by articulating a compelling vision and story.
You seek to understand the personal and business goals of others.	You identify the key people you need to influence and build plans and approaches to take account of this.	You have personally influenced key stakeholders, enabling you or the team to deliver effectively.	You take a strategic approach to stakeholder management, building long term relationships which endure over time.
You are able to adapt your style and approach when talking to different people.	You use a range of styles and methods to convey key messages.	You secure the commitment of colleagues to new initiatives or goals, building support with a wide range of stakeholders, up to the most senior level.	You use your understanding of others, within and outside MVR, to establish support for strategic business initiatives.
Your approach to setting an idea or suggestion is logical and well thought through.	You create and set out accurate, clear and concise written information to inform and influence others.	You are able to adapt arguments to resonate with others' needs or interests.	You communicate persuasively and convincingly across MVR, and to customers and audiences at all levels.

Monitoring and Oversight

Monitoring tasks and activities to ensure delivery is achieved and learning is identified and shared

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You review your activity against objectives to identify progress and recognise limiting factors.	You review a broader range of activity against planned deliverables to identify progress, causes of success and difficulty.	You review team and/or project activity to identify progress, causes of success and difficulty.	You review MVR wide activity against milestones and strategic drivers/benefits to identify progress, causes of success and difficulty.
You monitor activities and status in line with agreed processes with guidance and support.	You identify areas in which changes to planned activities are required and initiate next steps.	You proactively identify changes to planned activities, and as well as re-planning you carry out a review to identify areas for improvement and put in place measures to achieve them.	You regularly use a range of monitoring tools to keep track of the team's and MVR's performance.
You are willing to share your early observations in role and ask questions as to why we do things the way we do.	You carry out local benchmarking to identify opportunities for improvement.	You initiate and lead "lesson learned" review sessions both to capture positive experiences or identify where corrective action is needed.	You develop best practice for monitoring and controlling across MVR, based on learning you have acquired through external and internal benchmarking and experience.
You are demonstrating an aptitude and willingness to learn how to use our internal systems to monitor performance.	You use our internal systems effectively to monitor performance and delivery.	You use internal systems to monitor performance, interpret your findings and apply corrective actions.	You are our resident expert for our internal monitoring and control systems, and update our frameworks and processes where you see fit in the best interests of MVR.

Coaching

LMs

SMEs

PMs

Leaders

Conversations with others about their performance and development, positively influencing levels of ownership, motivation and self-esteem

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You have contributed feedback to share with colleagues, which is carefully considered and devised with positive intent.	You identify the most critical aspects of a person's performance, both strengths and development areas.	You have effective coaching conversations with a wide range of people, using your understanding of management and motivational techniques.	You role model effective performance coaching and support the on-going drive to create a supportive, coaching culture within MVR.
You are open to being given feedback and take ownership of any opportunities for improvement.	You have effective informal conversations with team members, providing feedback and driving incremental performance improvements.	You plan and deliver feedback on development areas, in a positive and effective way, to drive improvements.	You are able to quickly deliver an uplift in performance through coaching conversations with individuals, reviewing performance, providing feedback, and planning development activities.
You recognise when there may be an opportunity to offer coaching support.	You demonstrate a natural aptitude for coaching others, through supportive body language, good eye contact and summarising what you have heard.	You withhold judgement and employ active listening to develop a full understanding of the situation.	You have given confidence to and upskilled other leaders through holding effective coaching conversations.
You have the self-confidence to give constructive feedback to your manager.	You demonstrate a natural empathy towards others, and are able to put people at ease.	Your colleagues trust you and are comfortable sharing personal information with you.	Your peers trust you and are comfortable sharing personal information with you.

Resource Management

LMs

SMEs

PMs

Leaders

Assigning appropriate resource to activities undertaken to deliver outcomes as planned i.e. to time and budget etc

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You are able to update existing resource plans and track resource utilisation.	You schedule resources and raise provisional and confirmed bookings for the duration of the piece of work.	You source and assign resource effectively across very large, complex pieces of work.	You understand the current resource profile and demands across MVR.
You are learning how to break down the requirements for a piece of work to estimate the skills, experience and 'resource hours' needed.	You identify the different types of resource required to deliver against a defined plan on a specific piece of work.	You manage the resource profile effectively throughout the delivery of a defined plan.	You have been able to make significant savings through efficient use of resource, flexing and deploying the appropriate individuals at the right time.
You are building a sound understanding of the roles and functions at MVR and are supporting the production of resource delivery plans.	You match the appropriate resource against delivery demands, taking into account any development needs.	You execute a lean and efficient resourcing strategy, balancing the demands of successful delivery for the business against cost and time pressures.	Your knowledge and awareness of how the skills at MVR will need to evolve means you get involved in resource and strategic workforce planning.
You are naturally very planful and your structured, approach makes onboarding and sharing updates with colleagues structured.	You ensure effective knowledge management and transfer processes are in place to mitigate risks when people move.	You translate multi-project strategic planning into future resource demands and capability requirements. You deal with conflicting demands for project resources - working with key stakeholders (Delivery Managers) to identify strategic priorities, working flexibly and sharing scarce resources effectively.	You identify resource interdependencies across programmes, and navigate a path to manage these, meeting commitments without compromising employee wellbeing.

Team Leadership (Lead our People/Coaching)

LMs

SMEs

PMs

Leaders

Provide a compelling vision, and support, engage and enable our people to achieve it.

Performance and development conversations, positively influencing levels of ownership, motivation and self-esteem

Responsibility, Accountability & Impact (Proactivity, uses initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
You motivate team members by recognising their contribution.	Your feedback to your team and other colleagues, is carefully considered and delivered with positive intent.	You motivate team members by providing advice, guidance and support throughout. You explain and help team members understand how their work and that of the wider team aligns to our overall goals and mission.	You set a compelling vision bringing MVR's vision to life, inspiring the commitment of others. You are able to quickly deliver an uplift in performance through coaching conversations with individuals, reviewing performance, providing feedback, and planning development activities.
You have effective informal conversations with team members, providing feedback and driving incremental performance improvements.	You enable individual and team growth through a balance of direction and empowerment. You are open to being given feedback and take ownership of any opportunities for improvement.	You plan and deliver feedback on development areas, in a positive and effective way, to drive improvements. You withhold judgement and employ active listening to develop a full understanding of the situation.	You support the wider leadership team to advance organisational strategies and goals. You understand the importance of building a team spirit across MVR and hold the leadership team to account as role models.
You demonstrate a natural empathy towards others and are able to put people at ease.	You identify the most critical aspects of a person's performance, both strengths and development areas. You recognise when there may be an opportunity to offer coaching support.	You proactively identify opportunities for the team to develop and grow their strategic capability. You have effective coaching conversations with a wide range of people, using your understanding of management and motivational techniques.	You role model effective performance coaching and support the on-going drive to create a supportive, coaching culture within MVR. You have given confidence to and upskilled other leaders through holding effective coaching conversations.
You ensure the team have the resources they need.	You demonstrate a natural aptitude for coaching others, through supportive body language, good eye contact and summarising what you have heard.	Your colleagues trust you and are comfortable sharing personal information with you.	You maintain a strong network with other SME's and leaders across the organisation. You are trusted by your peers who are comfortable sharing personal information with you.