

Position / Grade		Engage & Empower		Accountability & Commerciality		Self Mastery		Inspire & Achieve		Improve & Innovate	
SLT Role	-	Inspires	Talent Management	Industry	Commercial Value	Global challenges	Define & Drive Delivery	External focus	Collaborative Engagement	Strategises	Broad Advisor
Director	5		Trusts Others to Lead & Deliver		Judgement		Agenda Setting		Business Focused		Strategic Advisor
Senior Manager	6		Coaching		Provides Perspective	Local challenges	Communication Styles		Functional Networking		Trusted Influencer
Manager	7		Develops Team		Commercial Acumen		Scopes Requirements		Partnering		Change Management
Senior Accountant / Analyst OR Manager	8	Plans	Self and Team Management	Business	Subject Matter Expert	Delivers	Delivers with Purpose	Customer focus	Maintains Effective Relationships	Implements	Continuous Improvement
Analyst / Accountant OR Team Leader	9		Self Management		Developing Subject matter expert		Considered Delivery		Develops Relationships		Drives Change
Assistant Analyst / Accountant / Developer OR Team Leader OR Executive	10		Plans & Prioritises		Inquisitive		Quality Deliverables	Effective Communication	Implements Guided Change		
Specialist / Junior Accountant	12	Delivers	Utilises time effectively	Processes	Process Champion		Delivers	Delivers quality output	Departmental focus	Supportive	Supports
Advisor	13		Prioritises own workload		Understands wider context of role & additional language skills	Delivers quality output		Supportive		Embraces Change	
Coordinator	14		Prioritises own workload		Understands wider context of role	Delivers quality output		Supportive		Embraces Change	
Assistant	15		Meets workload targets		Understands own processes	Delivers KPIs		Team Focus	Embraces Change		

Position / Grade		Engage & Empower		Accountability & Commerciality		Self Mastery		Inspire & Achieve		Improve & Innovate		
SLT Role	-	Inspires	Talent Management - inspiring the team & shaping the future	Industry	Commercial Value - broad commercial understanding used to drive wealth creation	Global challenges	Define & Drive Delivery - vs corporate objectives, and consideration of future state	External focus	Collaborative Engagement - Senior stakeholder management through style, negotiation, influence and emotional intelligence	Strategises	Broad Advisor - Creative strategic direction - Outside sphere of control advice - Cohesive, balanced and sustainable solutions.	
Director	5		Trusts Others to Lead & Deliver - inspires - brings clarity to team		Judgement - in relation to wider business context		Agenda Setting - to deliver business value		Business Focused - cross functional working		Strategic Advisor - Visionary thinking - Influences upwards - Makes change happen	
Senior Manager	6		Coaching - helps others unlock their potential		Provides Perspective - bigger picture view	Local challenges	Communication Styles - represents finance in a business context		Functional Networking - builds strategic relationships		Trusted Influencer - Influences to see alternate perspectives - Connects team to vision	
Manager	7		Develops Team - identifies development needs within the team & seeks to address		Commercial Acumen - anticipates & exploits external changes		Scopes Requirements - assesses the need and initiates appropriate response		Partnering - supports and advises to drive better performance		Change Management - Aware of upstream initiatives - Plan & implement change - Effective & timely decisions	
Senior Accountant / Analyst OR Manager	8	Plans	Self and Team Management - defines team priorities & milestones	Business	Subject Matter Expert - Curious and ask Why	Delivers	Delivers with Purpose - considers the audience, purpose, content and structure	Customer focus	Implements	Maintains Effective Relationships - collaborative focus - adapts style of behaviour	Continuous Improvement - challenges status quo - considers business benefits & risks	
Analyst / Accountant OR Team Leader	9		Self Management - defines own priorities & milestones		Developing Subject matter expert - Takes accountability for learning & owning area		Considered Delivery - Adheres to wider timetables with accurate outcomes			Develops Relationships - collaborative style - adapts behaviour & learns	Drives Change - Proposes and leads improvements	
Assistant Analyst / Accountant / Developer OR Team Leader OR Executive	10		Plans & Prioritises - in line with team priorities - keeps manager informed		Inquisitive - positive challenge - shows an interest in wider business - proactive in gaining deeper understanding of processes and dependencies	Quality Deliverables - owns the output - clear to follow and review	Effective Communication - tailored to the audience - clear & concise			Implements Guided Change - proposes and implements improvements		
Specialist / Junior Accountant	12	Delivers	Utilises time effectively - across various tasks	Processes	Delivers	Delivers	Delivers quality output	Departmental focus	Supports	Supportive - works for the benefit of the wider team - supports colleagues	Embraces Change -open to change -flexible	
Advisor	13		Prioritises own workload - across various tasks				Process Champion			Delivers quality output	Supportive - works for the benefit of the wider team - supports colleagues	Embraces Change -open to change -flexible
Coordinator	14		Prioritises own workload - across various tasks				Understands wider context of role & additional language skills			Delivers quality output	Supportive - works for the benefit of the wider team - supports colleagues	Embraces Change -open to change -flexible
Assistant	15		Meets workload targets				Understands wider context of role	Delivers KPIs		Team Focus - creates a positive & professional environment	Embraces Change -open to change -flexible	