

# CGMA Competency Framework

## Leadership Skills

# Leadership Skills

**Foundational:** This requires a basic understanding of the business structures, operations and financial performance, and includes responsibility for implementing and achieving results through own actions rather than through others.

**Intermediate:** This requires a moderate understanding of overall business operations and measurements, including responsibility for monitoring the implementation of strategy. This has limited or informal responsibility for colleagues and/or needs to consider broader approaches or consequences.

**Advanced:** This requires a strong understanding of the organisation’s environment, current strategic position and direction, with strong analytical skills and the ability to advise on strategic options for the business. This includes formal responsibility for colleagues and their actions, and that their decisions have a wider impact.

**Expert:** This requires expert knowledge to develop strategic vision and provide unique insight to the overall direction and success of the organisation. This has formal responsibility for business areas, and his/her actions and decisions have a high-level strategic impact.

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# Team building

This is the ability to drive team performance by promoting and encouraging participation and sharing of ideas that align with the organisational strategy and maximise goals.

## Foundational

- Proactively listen to, consider and embrace diverse ideas and styles.
- Interact effectively with all people, participate in teams and groups, and cooperate with others.
- Apply an understanding of available resources and use them effectively.

## Intermediate

- Encourage an environment in which people value diversity either in recruitment, team formation and/or in developing plans and strategies.
- Bring team members into discussions so that they can contribute their ideas, are involved in setting team objectives and feel engaged on issues that affect them.
- Identify and manage the teams' strengths and weaknesses and resolve issues to achieve shared goals; promote trust, openness and respect for others; guide and motivate teams.
- Anticipate additional requirements and use available resources appropriately.

## Advanced

- Recruit and retain people from diverse backgrounds and ensure resources are available to help them succeed in the organisation.
- Facilitate teams to develop new ideas, more powerful than any original individual ideas; eliminate low-value activities within the department.
- Effectively manage global teams and adapt style to accommodate cultural differences; encourage cross-functional and cross-boundary working and resolve conflicts of interest.
- Harness the collective energy of the team to achieve business success; create opportunities for teams to network internally to share knowledge and best practice.

## Expert

- Advocate and successfully leverage diversity to maximise organisational strength across the organisation.
- Create a culture that promotes cooperation and integration over internal competition; proactively identify and realign resources to meet strategic business priorities.
- Continuously encourage others to harness and maximise the skills, experience and expertise of all team members; provide resources and remove obstacles to support cross-functional and geographically dispersed teams.
- Create a common goal and a climate where people feel part of something bigger than their own individual success or their immediate team.

# Coaching and mentoring

This is the ability to train and advise others on how to perform, improve and succeed by producing best results.

## Foundational

- Seek, provide and successfully incorporate feedback into future behaviour.
- Orient new employees on the job; aware of the need for and the value of training, both for self and others.
- Take ownership of career; implement a development plan that is aligned with performance evaluation; and/or partner with manager to identify strengths and opportunities.

## Intermediate

- Proactively seek feedback to gauge and monitor progress and update development plan to facilitate continuous self-improvement.
- Participate in developing and delivering training to finance employees and business partners; use relevant training courses and programmes to build the skills of others.
- Provide regular, timely, constructive and actionable feedback to team members and management; proactively identify potential people for talent development opportunities.

## Advanced

- Create a team environment where members provide each other with constructive feedback regularly and in challenging situations.
- Identify and communicate strengths and development areas in others; ensure development plans are implemented; empower and give adequate exposure for all team members.
- Balance the needs of the organisation and career needs for individuals; lead the talent management process for the department; lead training solutions.

## Expert

- Drive strategic training initiatives to enhance the whole organisation; lead and influence the broader development planning process.
- Actively arrange for developmental or stretch assignments into other functional areas or business units for the benefit of the organisation and the individual.
- Champion the recruitment, development and retention of high-potential and high-performing individuals; make time available for coaching, mentoring and feedback.

# Driving performance

This is the ability to support, implement and monitor an effective performance management process to achieve results.

## Foundational

- Apply an understanding of and participate in the performance management process.
- Establish and accept accountability for set objectives; take ownership of assigned work through to completion; take action before being asked.
- Consistently deliver high-quality work on time and against commitments.
- Contribute to the achievement of team and business unit objectives; support colleagues to help them achieve their goals.

## Intermediate

- Participate with senior manager and team members to align both individual and team goals for specific assignments.
- Ensure goals are aligned to key department objectives; understand the link between the achievement of results and the financial impact on the bottom line.
- Create a sense of urgency and focus the team on delivering and achieving results based on appropriately high standards and measures.
- Monitor team performance as well as challenge and deal with poor performance; follow through on own and team commitments.

## Advanced

- Manage and communicate all aspects of the performance management process, ensuring alignment with development plans.
- Ensure accountability among the team to set stretch targets; drive challenging targets and review functional performance against these targets.
- Create an environment where teams and individuals enjoy achieving results; leverage additional capability in resources to deliver results.
- Promote the expectation of exceptional performance as the norm; look for new ways to improve performance and deliver value.

## Expert

- Lead in driving enhancing performance management throughout the whole organisation.
- Establish and drive the strategies and standards required to deliver against business plans; translate internal and external analysis into strategy and action.
- Set and promote standards for best practice and outstanding service delivery; create programmes and incentives that drive and reward results.
- Set up and structure business units so they have the capability to deliver against strategic targets.

# Motivating and inspiring

This is the ability to create a workplace where employees are inspired, encouraged and valued.

## Foundational

- Demonstrate a positive and “can do” attitude; adopt a consistent and positive approach in times of stress.
- Appreciate the contribution and efforts of other team members and colleagues.
- Help, support and celebrate the achievement of colleagues.

## Intermediate

- Make timely decisions in a self-assured way when demanded and confidently justify and maintain own position or decision when challenged.
- Generate commitment by involving team members when setting team direction and objectives; help them see how they contribute to team and organisation success.
- Publicise and celebrate team/ individual achievement and success; assess strengths and needs of others to get the best out of them; reassure after setbacks, and discuss issues and ways to prevent reoccurrence.

## Advanced

- Personally build the confidence of others to succeed either in their own capacity, or in the future success of their team, unit or organisation; provide guidance, support and incentives to motivate others.
- Make statements to build hope, optimism, excitement and enthusiasm in others; recognise and reward team and individual contribution and achievement.
- Demonstrate own belief in and high expectations for the success of a particular plan or strategy.

## Expert

- Create processes or methods to boost the confidence of internal or external stakeholders for present and future success in their team, unit, organisation or in their own capacity.
- Inspire exceptional performance by building a collective corporate identity and communicating a shared purpose.
- Create a culture that inspires people to do their best because they feel valued; create strategies to recognise, reward and celebrate contribution and achievement.

# Change management

This is the ability to recognise the need for change and embrace new ways of thinking and working that align with business objectives and financial targets.

## Foundational

- Understand the business needs, direction and changes in management.
- Evaluate how change management affects current roles and responsibilities.
- Support implementation of organisational changes and assist in carrying out the goals and objectives of the management team.

## Intermediate

- Understand the business objectives and how management changes tie to business unit performance and results.
- Interpret, communicate and facilitate the implementation processes of change management.
- Effectively manage change management along with potential conflicts to maximise acceptance and cooperation and achieve business objectives.

## Advanced

- Advise on and influence change management; participate in the planning and implementation of organisational changes.
- Monitor change management results and measure with business objectives.
- Handle sensitive aspects of organisational change management.

## Expert

- Strategically design selection and implementation of organisational changes to drive and exceed business objectives.
- Be an advocate for changes.