

Christian Aid Global Competency Model

What is the global competency model?

The global competency model describes Christian Aid's expectations about how people carry out their work.

We have identified six 'core competencies' that cover the main skills, abilities and behaviours that everyone needs in order to perform effectively.

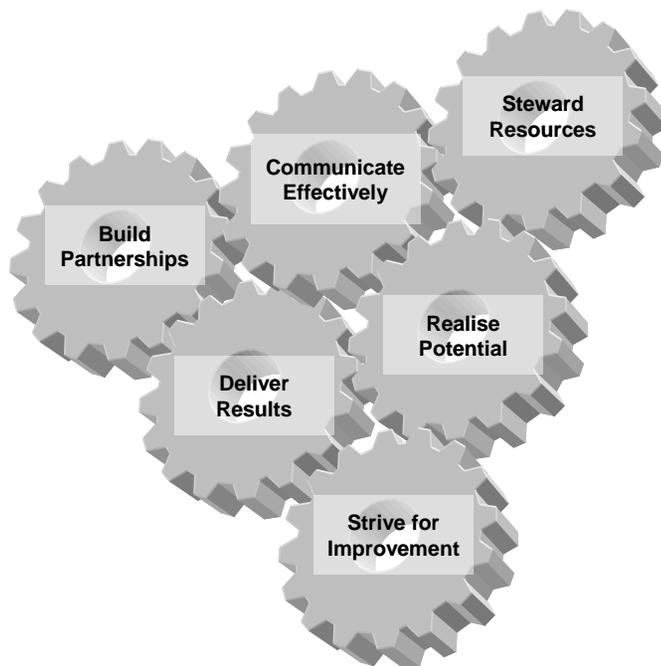
The model is not intended to provide an exhaustive list of all the qualities people bring to their work – it does not describe personality characteristics or beliefs, for example. Nor does it cover the specific technical, professional or specialist skills required for individual jobs; these are included in role profiles. The focus is on the essential skills, abilities and behaviours that enable each of us to be effective in delivering our vision and goals, whatever our role.

This model builds on Christian Aid's vision and values and sets out how we expect those values to be demonstrated in the day-to-day work of all our staff.

All staff are expected to demonstrate all six competencies, at different levels depending on their role. The model can be used to highlight areas for development as well as to recognise areas of strength that can be developed even further.

This document explains what the six core competencies are, and sets out the different levels required to perform different roles.

Our core competencies



The six core competencies have been identified as the key skills, abilities and behaviours that will support Christian Aid to achieve its ambitious strategic goals.

Build partnerships

This supports our values of cooperation and partnership and our commitment to building partnerships. It is about working with others in a spirit of cooperation, recognising that change is brought about through partnership with others. It covers building internal and external relationships and networks – and means working collaboratively and overcoming obstacles to achieve mutual aims.

Communicate effectively

This is about the skills and behaviours used in communicating with others. It is founded on our respect for others and belief in the dignity of every person. It means communicating clearly and honestly and being aware of how our communications affect others.

Steward resources

This supports our commitment to efficient management of resources, including time. It is about using the resources entrusted to us by our donors wisely. It involves ensuring value for money for our donors, supporters, partners and beneficiaries.

Deliver results

This is about being accountable for our actions and ensuring that they contribute to Christian Aid's work to end poverty. It includes organising and planning work, goal-setting, applying judgement, taking responsibility and decision-making.

Realise potential

This supports our commitment to help staff fulfil their potential. It involves encouraging personal and professional development and learning at every level, recognising the valuable contribution of all staff and the talents and aspirations of others. It includes developing oneself and others, feedback skills and addressing performance needs.

Strive for improvement

This supports our organisational commitment to change and innovation. It is about striving to find new and more effective ways of doing things in order to eradicate poverty. It involves creativity and managed risk-taking, evaluation and learning, the search for new ideas and best practice and receptiveness to change.

Competency levels

All Christian Aid staff are expected to demonstrate all six competencies.

To ensure they are relevant and applicable to all roles, we have defined five different levels for each competency.

Every role will be assigned a level that reflects the competencies the role-holder needs to do their job effectively. The same level will be used for each competency, so if a role is assigned level 2, the role-holder will be expected to demonstrate all of the competencies described for level 2.

The level descriptions are cumulative, so a level 2 role-holder is expected to demonstrate the level 1 competencies as well, and so on.

The levels are defined as follows:

Foundation Level – Roles that require competence in a range of routine tasks, working under supervision to clearly defined priorities.

Level 1 – Roles that require competence in the performance of a range of activities, many of which may be routine and predictable. There is some individual responsibility or autonomy. Working with others, perhaps as part of a work group or team, may often be required.

Level 2 – Roles that require competence in their own area of responsibility. Role-holders may have specific business responsibilities, such as advising, management of small teams and delivering results in their own area. Management or guidance of others may be required.

Level 3 – Roles that require competence in a broad range of complex technical or professional activities performed in a wide variety of contexts and with a substantial degree of responsibility and autonomy. Responsibility for the work of others and the allocation of resources is often present. This level refers to management roles, resource management functions and technical specialists.

Level 4 – Roles that require competence in the application of a significant range of fundamental principles and complex techniques across a wide and often unpredictable variety of contexts. Substantial personal autonomy and often significant responsibility for the work of others and for the allocation of resources feature strongly, as do personal accountability for analysis, problem-solving, design planning, execution and evaluation. This level includes senior management functions and senior technical specialists.

Level 5 – Roles that require competence in decision-making in a complex and ambiguous context. Total personal autonomy (within the organisational framework) and full responsibility for the work of others are a feature of this level. Roles at this level have total responsibility for the allocation of resources, balancing long-term ambitions with short-term operational pressures, as well as for the strategic direction of the organisation, communication and inspiration of others. Role-holders are often external ambassadors for Christian Aid. This level refers to those at a Director level.

The core competencies explained

Build partnerships covers working with others in a spirit of cooperation and partnership. It includes: building internal and external relationships; networks and partnerships; working collaboratively; identifying mutual aims

You are expected to be able to:

Foundation	1	2	3	4	5
<p>work in a reliable, helpful and cooperative way with all colleagues</p> <p>treat everyone with respect, accepting that people are different and have different views</p>	<p>work in a collaborative way that develops positive relationships and proactively provide help to others</p> <p>proactively participate in team work and contribute ideas, including those that may be beyond your own or your team's role.</p> <p>keep others informed about what is going on in your own work area.</p> <p>treat everyone with courteousness, dignity and respect, recognising that people are different and have different views.</p> <p>act and behave consistently with what you say.</p>	<p>take on different work when necessary to achieve a team or organisational goal</p> <p>actively consult with others to ensure you understand their needs or goals</p> <p>listen to and take on board fresh perspectives and views, even if you initially disagree with them</p> <p>maintain relationships with individuals and networks, based on mutual understanding and respect.</p>	<p>manage teams or lead projects supportively, involving others in discussing how to take work forward, helping people feel part of the team and treating everyone equally</p> <p>influence others to develop shared understanding and work cooperatively where there are different personal or organisational agendas</p> <p>develop and maintain new relationships with individuals and organisations</p> <p>recognise and value differences in people; be ready to challenge assumptions, beliefs or attitudes in self or others</p> <p>manage expectations and adhere to agreed plans.</p>	<p>actively promote collaborative team working and break down barriers to effective cross-organisational working</p> <p>apply understanding of external political, professional and organisational relationships and dynamics to influence agendas and outcomes</p> <p>recognise when there are fundamental conflicts, acknowledging your own and others' feelings and views and redirecting energy towards common goals</p> <p>seek out or create opportunities to establish new high-impact relationships, partnerships and collaborations.</p>	<p>provide inspirational leadership in demonstrating how the work of individuals and teams fits with Christian Aid's overall vision and strategy</p> <p>work proactively with stakeholders, partners and communities to create a joint vision of a world without poverty</p> <p>seek to maximise Christian Aid's influence by strategically selecting, initiating and managing relationships and ways of achieving goals through others.</p>

Communicate effectively *covers communication skills; interpersonal skills; respectful behaviour*

You are expected to be able to:

Foundation	1	2	3	4	5
<p>communicate clearly and concisely verbally in their own language</p> <p>ask additional questions to clarify when needed</p>	<p>communicate clearly and concisely, verbally and in writing.</p> <p>pass on messages or information promptly and accurately, ensuring clarity and understanding.</p> <p>proactively question to clarify when needed.</p> <p>explain things simply and in a different way if someone appears not to have understood.</p> <p>be sensitive to and take responsibility for how your actions and words impact on others and adapt if necessary</p>	<p>make complex things simple for the benefit of others</p> <p>actively listen and question to check your understanding and draw out others when they are not expressing themselves clearly or seem to be holding back</p> <p>be sensitive to what others may be feeling, based on what they say, how they say it and their non-verbal behaviour, adapting your approach accordingly</p> <p>address difficult issues when they arise, being honest and open.</p>	<p>reflect the needs of different audiences, adapting style, media, timing and pace to communicate effectively</p> <p>show understanding of how personal and external factors affect others' communication style and needs and seek to manage these differences to ensure that all voices are heard</p> <p>clarify expectations and anticipate others' interests and potential issues, to help them get involved in debate and dialogue.</p>	<p>communicate a range of complex issues credibly with a range of audiences and handle difficult on-the-spot questions or challenges</p> <p>apply advanced influencing and negotiating skills to secure agreement</p> <p>promote and demonstrate open communication across Christian Aid, regardless of hierarchy or departmental boundaries.</p>	<p>represent Christian Aid authoritatively in a wide range of situations and through various channels to supporters, stakeholders, the media, politicians, funders and the broader public as required</p> <p>demonstrate exceptional influencing and persuasion skills, securing commitment on highly complex, contentious or emotionally charged themes</p> <p>take the lead in disseminating relevant, timely and appropriate information within Christian Aid, balancing what people want to know and what it is important they should know.</p>

Steward resources *covers planning and using resources, including time*

You are expected to be able to:

Foundation	1	2	3	4	5
<p>take responsibility for managing your own time effectively</p> <p>take responsibility for any Christian Aid resources they use (e.g. vehicles, equipment)</p>	<p>be responsible for using resources economically, whether these are Christian Aid resources or wider environmental resources.</p> <p>recognise that time is a resource and take responsibility and proactive measures for managing your time effectively.</p>	<p>implement ways to reduce inefficiency in use of resources or pass ideas on to someone who can make them happen</p> <p>estimate the resources needed to achieve your own work plans or objectives and deliver them in the most efficient and cost effective way</p> <p>set and communicate realistic timelines for achieving tasks, working out how best to adapt if priorities change or unforeseen circumstances arise.</p>	<p>accept accountability internally and externally for the effective use of Christian Aid resources</p> <p>before using or commissioning new resources, look for ways to achieve more effective outcomes by using existing resources in a new or different way</p> <p>manage resources and workloads to ensure your own and others' goals are achieved.</p>	<p>look for new or different ways of delivering outcomes by bringing together internal and external resources and partnerships in the best way to achieve results</p> <p>actively monitor external partners and suppliers to ensure that Christian Aid's objectives are achievable within available resources</p> <p>be honest about resource constraints, saying no to unnecessary or excessive spending</p> <p>coordinate work where there are conflicting demands on time or other resources; negotiate resources, review progress and adapt resource requirements accordingly.</p>	<p>seek ways to maximise return on investment to deliver Christian Aid's work, whether through own resources or working collaboratively with others</p> <p>take overall responsibility for ensuring Christian Aid's objectives are achieved within budgeted resources</p> <p>reconcile competing demands on resources and negotiate to agree priorities that take account of short- and long-term goals</p> <p>champion a culture of sustainability within Christian Aid and demonstrate the organisational commitment to sustainability.</p>

Deliver results *covers goal-setting, applying judgement, taking accountability and decision-making*

You are expected to be able to:

Foundation	1	2	3	4	5
<p>provide a high level of service</p> <p>maintain relevant knowledge required for the role</p>	<p>agree your work plan and priorities, keep track of your own progress and keep others informed.</p> <p>check the quality of your own work and deliver to expectations.</p> <p>seek clarification and support from your manager when needed, ensuring appropriate sign-off.</p> <p>respond promptly to the requests of others, handling competing priorities and seeking guidance on these where appropriate.</p> <p>consider the consequences of your actions, and take responsibility for the impact on your work, your colleagues and team objectives.</p> <p>be accountable for your actions.</p>	<p>prioritise, plan and monitor your work to meet your own and team deliverables to agreed standards</p> <p>acknowledge others' priorities whilst being prepared to say 'no' if there are genuine reasons why their needs cannot be met</p> <p>use logical processes and relevant tools and techniques to report on information or analyse options</p> <p>make timely and considered recommendations or decisions based on analysis of available data, information and evidence.</p>	<p>create plans with key milestones and measurable outcomes; track progress and adjust to meet the objectives, ensuring others are aware of changes and reasons for them</p> <p>ensure individuals and teams understand and agree to work to the overall goals, specific objectives and quality standards</p> <p>make recommendations or decisions in the best interest of Christian Aid, involving others as needed both within and beyond your work area</p> <p>be willing to take action or make recommendations or decisions in difficult or ambiguous situations</p> <p>commit to your decisions and be accountable for them</p> <p>show willingness to adapt if your initial decision did not produce the expected result.</p>	<p>plan for and review progress on multiple and complex projects involving cross-functional and/or geographically dispersed work groups</p> <p>take overall responsibility for ensuring objectives for your own unit and department are achieved</p> <p>take a long-term strategic perspective, understanding which short-term decisions might compromise future options</p> <p>respond quickly and decisively under pressure to problems that affect others, making decisions that are evidence-based, realistic and balance short- and long-term impacts</p> <p>act cooperatively to implement decisions that have already been made even if you do not personally agree with them.</p>	<p>create and drive forward a clear, distinctive, unifying and visionary sense of purpose for Christian Aid</p> <p>take the lead in agreeing Christian Aid's vision with the Board and turning it into a realistic, viable and focused set of strategic plans, goals and performance measures, providing clarity to all staff so that they can turn these into operational objectives and plans</p> <p>take a cross-organisational perspective in reviewing Christian Aid's strategic performance as agreed with the Board, identifying and planning for long-term opportunities and threats to progress and reconciling multiple priorities and demands</p> <p>promote a culture that encourages sound decision-making, ownership and accountability at all levels</p> <p>take and implement difficult and/or unpopular decisions on behalf of Christian Aid, acting decisively when critical organisation-wide decisions arise, taking control of the</p>

					situation and moving things on be clear about when a corporate decision has been made and when an issue is open for consultation or debate.
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Realise potential covers developing self and others, feedback, addressing performance needs

You are expected to be able to:

Foundation	1	2	3	4	5
<p>act on feedback on own performance</p> <p>act and behave consistently in line with Christian Aid's values</p> <p>demonstrate concern for the wellbeing of others</p>	<p>acknowledge gaps in your own knowledge and skills and seek out information and advice in order to learn.</p> <p>regularly ask for and act on feedback on own performance.</p> <p>assist others by showing how to complete tasks and sharing knowledge.</p>	<p>evaluate your own work and actively address gaps in knowledge and skills, without prompting</p> <p>recognise how you react to feedback and manage reactions positively, acting on specific feedback from others</p> <p>share your knowledge where it will help others to be more effective</p> <p>provide instruction, constructive feedback and guidance to others to help them learn.</p>	<p>demonstrate continuing commitment to your own professional and personal development</p> <p>use coaching and mentoring skills to support others to develop</p> <p>encourage others to give their best by discussing goals and aspirations and recognising achievement</p> <p>provide an appropriate level of supervision according to need; know when to provide help and when to give others space to learn</p> <p>give constructive and timely feedback to others on difficult or contentious issues</p> <p>deal with poor performance directly and sensitively, seeking appropriate and timely advice and support if needed.</p>	<p>act as a role model in developing, managing and supporting others</p> <p>match people's skills and abilities to work demands, taking into account organisational priorities as well as personal and career development needs</p> <p>challenge behaviour and actions which are contrary to Christian Aid's vision and values, and take appropriate and timely action.</p>	<p>inspire staff to take pride in everything they do to help alleviate world poverty</p> <p>promote a climate that actively nurtures the whole person and enables people to flourish by encouraging and rewarding personal growth</p> <p>champion organisation-wide processes for career development, skills growth and identifying potential</p> <p>demonstrate leadership in promoting Christian Aid's beliefs and embodying Christian Aid's values and competencies.</p>

Strive for improvement *covers continuous improvement; improving through evaluation and learning; looking for new ideas and best practice; receptiveness to change*

You are expected to be able to:

Foundation	1	2	3	4	5
<p>find ways to make improvements in your work</p> <p>use initiative when faced with problems</p> <p>willingly share knowledge and information that may help others</p>	<p>demonstrate openness and willingness to embrace change, be flexible and adapt to new methods of working.</p> <p>respond quickly and positively to new initiatives.</p> <p>find ways to make improvements in your work and ways of working.</p> <p>show initiative when faced with problems and proactively seek solutions.</p> <p>willingly share knowledge and information that may help others</p>	<p>constructively challenge existing practice</p> <p>seek better ways of doing things, taking into account the possible implications</p> <p>make positive suggestions on a way forward when faced with challenges, even if these fall outside the scope of your own work</p> <p>look inside and outside Christian Aid for new ideas and evaluate their potential for your own work.</p>	<p>be open to radical suggestions</p> <p>evaluate the benefits and risks of new ideas and ways of working and identify ways to reduce risk</p> <p>find and implement ways to better support internal knowledge- and information-sharing</p> <p>coach others on dealing with resistance to change</p> <p>seek and evaluate a range of viewpoints, internal and external, about how Christian Aid could do things better.</p>	<p>challenge others' thinking to encourage more innovative approaches to problems</p> <p>take into account short-term versus long-term benefits, costs and risks in evaluating change options</p> <p>encourage responsible risk-taking, recognising that not every risk will pay off; when things don't go as planned, focus on lessons learnt rather than fault-finding</p> <p>keep abreast of, and contribute to, developing responses to challenges in the economic, political and social environment</p> <p>take a lead in promoting cutting-edge initiatives intended to enhance effectiveness and the sharing of knowledge.</p>	<p>work to embed a culture of continuous improvement across Christian Aid, finding ways to encourage fresh thinking across the organisation</p> <p>actively promote and encourage excellence in all areas of work</p> <p>promote a culture of experimentation, risk-taking and accountability while proactively managing serious potential risk to Christian Aid.</p>

The competency levels

FOUNDATION LEVEL 1: You are expected to be able to:

Build partnerships

- Work in a reliable, helpful and cooperative way with all colleagues
- Treat everyone with respect, accepting that people are different and have different views

Communicate effectively

- Communicate clearly and concisely verbally in their own language
- Ask additional questions to clarify when needed

Steward resources

- Take responsibility for managing your own time effectively
- Take responsibility for any Christian Aid resources they use (e.g. vehicles, equipment)

Deliver results

- Provide a high level of service
- Maintain relevant knowledge required for the role

Realise potential

- Act on feedback on own performance
- Act and behave consistently in line with Christian Aid's values
- Demonstrate concern for the wellbeing of others

Strive for improvement

- Find ways to make improvements in your work
- Use initiative when faced with problems
- Willingly share knowledge and information that may help others

LEVEL 1: You are expected to be able to:

Build partnerships

- Work in a collaborative way that develops positive relationships and proactively provide help to others
- Proactively participate in team work and contribute ideas, including those that may be beyond your own or your team's role.
- Keep others informed about what is going on in your own work area.
- Treat everyone with courteousness, dignity and respect, recognising that people are different and have different views.
- Act and behave consistently with what you say.

Communicate effectively

- Communicate clearly and concisely, verbally and in writing.
- Pass on messages or information promptly and accurately, ensuring clarity and understanding.
- Proactively question to clarify when needed.
- Explain things simply and in a different way if someone appears not to have understood.
- Be sensitive to and take responsibility for how your actions and words impact on others and adapt if necessary

Steward resources

- Be responsible for using resources economically, whether these are Christian Aid resources or wider environmental resources.
- Recognise that time is a resource and take responsibility and proactive measures for managing your time effectively.

Deliver results

- Agree your work plan and priorities, keep track of your own progress and keep others informed.
- Check the quality of your own work and deliver to expectations.
- Seek clarification and support from your manager when needed, ensuring appropriate sign-off.
- Respond promptly to the requests of others, handling competing priorities and seeking guidance on these where appropriate.
- Consider the consequences of your actions, and take responsibility for the impact on your work, your colleagues and team objectives.
- Be accountable for your actions.

Realise potential

- Acknowledge gaps in your own knowledge and skills and seek out information and advice in order to learn.
- Regularly ask for and act on feedback on own performance.
- Assist others by showing how to complete tasks and sharing knowledge.

Strive for improvement

- Demonstrate openness and willingness to embrace change, be flexible and adapt to new methods of working.
- Respond quickly and positively to new initiatives.
- Find ways to make improvements in your work and ways of working.
- Show initiative when faced with problems and proactively seek solutions.
- Willingly share knowledge and information that may help others

LEVEL 2: You are expected to be able to:

Build partnerships

- Take on different work when necessary to achieve a team or organisational goal.
- Actively consult with others to ensure you understand their needs or goals.
- Listen to and take on board fresh perspectives and views, even if you initially disagree with them.
- Maintain relationships with individuals and networks, based on mutual understanding and respect.

Communicate effectively

- Make complex things simple for the benefit of others.
- Actively listen and question to check your understanding and draw out others when they are not expressing themselves clearly or seem to be holding back.
- Be sensitive to what others may be feeling, based on what they say, how they say it and their non-verbal behaviour, adapting your approach accordingly.
- Address difficult issues when they arise, being honest and open.

Steward resources

- Implement ways to reduce inefficiency in use of resources or pass the ideas on to someone who can make them happen.
- Estimate the resources needed to achieve your own work plans or objectives and deliver them in the most efficient and cost effective way.
- Set and communicate realistic timelines for achieving tasks, working out how best to adapt if priorities change or unforeseen circumstances arise.

Deliver results

- Prioritise, plan and monitor your work to meet your own and team deliverables to agreed standards.
- Acknowledge others' priorities whilst being prepared to say 'no' if there are genuine reasons why their needs cannot be met.
- Use logical processes and relevant tools and techniques to report on information or analyse options.
- Make timely and considered recommendations or decisions based on analysis of available data, information and evidence.

Realise potential

- Evaluate your own work and actively address gaps in knowledge and skills, without prompting.
- Recognise how you react to feedback and manage reactions positively, acting on specific feedback from others.
- Share your knowledge where it will help others to be more effective.
- Provide instruction, constructive feedback and guidance to others to help them learn.

Strive for improvement

- Constructively challenge existing practice.
- Seek better ways of doing things, taking into account the possible implications.
- Make positive suggestions on a way forward when faced with challenges, even if these fall outside the scope of your own work.
- Look inside and outside Christian Aid for new ideas and evaluate their potential for your own work.

LEVEL 3: You are expected to be able to:

Build partnerships

- Manage teams or lead projects supportively, involving others in discussing how to take work forward, helping people feel part of the team and treating everyone equally.
- Influence others to develop shared understanding and work cooperatively and collaboratively towards common goals where there are different personal or organisational agendas.
- Develop and maintain new relationships with individuals and organisations to further Christian Aid's aims.
- Recognise and value differences in people; be ready to challenge assumptions, beliefs or attitudes in self or others.
- Manage expectations and adhere to what's agreed, by doing what you say you're going to do.

Communicate effectively

- Reflect the needs of different audiences, adapting style, media, timing and pace to communicate effectively.
- Show understanding of how personal and external factors affect others' communication style and needs and seek to manage these differences to ensure that all voices are heard.
- Clarify expectations and anticipate others' interests and potential issues, to help them get involved in debate and dialogue.

Steward resources

- Accept accountability internally and externally for the effective use of Christian Aid resources.
- Before using or commissioning new resources, look for ways to achieve more effective outcomes by using existing resources in a new or different way.
- Manage resources and workloads to ensure your own and others' goals are achieved.

Deliver results

- Create plans with key milestones and measurable outcomes: track progress and adjust to meet the objectives, ensuring others are aware of changes and reasons for them.
- Ensure individuals and teams understand and agree to work to the overall goals, specific objectives and quality standards.
- Make recommendations or decisions in the best interest of Christian Aid, involving others as needed both within and beyond your work area.
- Be willing to take action or make recommendations or decisions in difficult or ambiguous situations.
- Commit to your decisions and be accountable for them.
- Show willingness to adapt if your initial decision did not produce the expected result.

Realise potential

- Demonstrate continuing commitment to your own professional and personal development.
- Use coaching and mentoring skills to support others to develop.
- Encourage others to give their best by discussing goals and aspirations and recognising achievement.
- Provide an appropriate level of supervision according to need; know when to provide help and when to give others space to learn.
- Give constructive and timely feedback to others on difficult or contentious issues.
- Deal with poor performance directly and sensitively, seeking appropriate and timely advice and support if needed.

Strive for improvement

- Be open to radical suggestions.

- Evaluate the benefits and risks of new ideas and ways of working and identify ways to reduce risk.
- Find and implement ways to better support internal knowledge- and information-sharing.
- Coach others on dealing with resistance to change.
- Seek and evaluate a range of viewpoints, internal and external, about how Christian Aid could do things better.

LEVEL 4: You are expected to be able to:

Build partnerships

- Actively promote collaborative team working and break down barriers to effective cross-organisational working.
- Apply understanding of external political, professional and organisational relationships and dynamics to influence agendas and outcomes.
- Recognise when there are fundamental conflicts, acknowledging your own and others' feelings and views and redirecting energy towards common goals.
- Seek out or create opportunities to establish new high-impact relationships, partnerships and collaborations.

Communicate effectively

- Communicate a range of complex issues credibly with a range of audiences and handle difficult on-the-spot questions or challenges.
- Apply advanced influencing and negotiating skills to secure agreement.
- Promote and role model open communication across Christian Aid, regardless of hierarchy or departmental boundaries.

Steward resources

- Look for new or different ways of delivering outcomes by bringing together internal and external resources and partnerships in the best way to achieve results.
- Actively monitor external partners and suppliers to ensure that Christian Aid's objectives are achievable within available resources.
- Be honest about resource constraints, saying no to unnecessary or excessive spending.
- Coordinate work where there are conflicting demands on time or other resources; negotiate resources, review progress and adapt resource requirements accordingly.

Deliver results

- Plan for and review progress on multiple and complex projects involving cross-functional and/or geographically dispersed work groups.
- Take overall responsibility for ensuring objectives for own unit and department are achieved.
- Take a long-term strategic perspective, understanding which short-term decisions might compromise future options.
- Respond quickly and decisively under pressure to crisis or problems that affect others, making decisions that are evidence-based, realistic and balance short- and long-term impacts.
- Act cooperatively to implement decisions that have already been made even if you do not personally agree with them.

Realise potential

- Act as a role model in developing, managing and supporting others.
- Match people's skills and abilities to work demands, taking into account organisational priorities as well as personal and career development needs.
- Challenge behaviour and actions which are contrary to Christian Aid's vision and values, and take appropriate and timely action.

Strive for improvement

- Challenge others' thinking to encourage more innovative approaches to problems.
- Take into account short-term versus long-term benefits, costs and risks in evaluating change options.
- Encourage responsible risk-taking, recognising that not every risk will pay off; when things don't go as planned, focus on lessons learnt rather than fault-finding.
- Keep abreast of, and contribute to, developing responses to challenges in the economic, political and social environment.
- Take a lead in promoting cutting-edge initiatives intended to enhance effectiveness and the sharing of knowledge.

LEVEL 5: You are expected to be able to:

Build partnerships

- Provide inspirational leadership in demonstrating how the work of individuals and teams fits with Christian Aid's overall vision and strategy.
- Work proactively with stakeholders, partners and communities to create a joint vision of a world without poverty.
- Seek to maximise Christian Aid's influence by strategically selecting, initiating and managing relationships and ways of achieving goals through others.

Communicate effectively

- Represent Christian Aid authoritatively in a wide range of situations and through various channels to supporters, stakeholders, the media, politicians, funders and the broader public as required.
- Demonstrate exceptional influencing and persuasion skills, securing commitment on highly complex, contentious or emotionally charged themes.
- Take the lead in disseminating relevant, timely and appropriate information within Christian Aid, balancing what people want to know and what it is important they should know.

Steward resources

- Seek ways to maximise return on investment to deliver Christian Aid's work, whether through own resources or working collaboratively with others.
- Take overall responsibility for ensuring Christian Aid's objectives are achieved within budgeted resources.
- Reconcile competing demands on resources and negotiate to agree priorities that take account of short- and long-term goals.
- Champion a culture of sustainability within Christian Aid and demonstrate the organisational commitment to sustainability.

Deliver results

- Create and drive forward a clear, distinctive, unifying and visionary sense of purpose for Christian Aid.
- Take the lead in agreeing Christian Aid's vision with the Board and turning this into a realistic, viable and focused set of strategic plans, goals and performance measures, providing clarity to all staff so that they can turn these into operational objectives and plans.
- Take a cross-organisational perspective in reviewing Christian Aid's strategic performance as agreed with the Board, identifying and planning for long-term opportunities and threats to progress and reconciling multiple priorities and demands.
- Promote a culture that encourages sound decision-making, ownership and accountability at all levels.
- Take and implement difficult and/or unpopular decisions on behalf of Christian Aid, acting decisively when critical organisation-wide decisions arise, taking control of the situation and moving things on.
- Be clear about when a corporate decision has been made and when an issue is open for consultation or debate.

Realise potential

- Inspire staff to take pride in everything they do to help alleviate world poverty.
- Promote a climate that actively nurtures the whole person and enables people to flourish by encouraging and rewarding personal growth.
- Champion organisation-wide processes for career development, skills growth and identifying potential.
- Demonstrate leadership in promoting Christian Aid's beliefs and embodying Christian Aid's values and competencies

Strive for improvement

- Work to embed a culture of continuous improvement across Christian Aid, finding ways to encourage fresh thinking across the organisation.
- Actively promote and encourage excellence in all areas of work.
- Promote a culture of experimentation, risk taking and accountability while proactively managing serious potential risk to Christian Aid.