



**KWAL Leadership Competency Dictionary**  
**Leadership skills and behaviours that contribute to KWAL's superior performance**

Competencies	Competency Description	Awareness	Operational	Experienced	Advanced	Mastery
<b>Definition based on role and where employee should fall →→</b>		This is the introductory level. The individual should be able to work under close supervision and familiarize him/herself with core requirements of the role, supporting processes, and documentations. He or she should demonstrate competency in the context of routine, procedural and predictable work activities. (Leading Self )	The individual requires a moderate understanding of overall business operations with limited or informal responsibility for colleagues. He or she needs to consider broader approaches or consequences. He or she should demonstrate competency in the context of routine, non-complex and predictable work activities (influencing Peer & customers)	He / she should generally work without direct supervision and may undertake training/supervision of other staff. He / she should generally work without direct supervision and may undertake training/supervision of other staff. He or she demonstrates competency in the context of non-routine, complex and predictable work activities (influencing others internally & externally)	The individual should be able to develop policies, processes etc. give direction and advice, manage change, lead and influence both internal and external stakeholders. He or she demonstrates competency in the context of non-routine, complex and unpredictable work activities (influencing at a departmental or organizational level) influence both internal and external stakeholders.	The individual provides unique insights to the overall direction and success of the organization whilst influencing the board and other senior management to adopt leading-edge KWAL strategies and establish best practices. He or she demonstrates competency in the context of non-routine, complex and unpredictable work activities at a wider latitude (Influencing at a Local & a global level)
<b>Typical roles and where they should fall →→</b>		(Also includes New Joiners , Interns, Temporary Staff Contracted Staff) (Typical roles include Interns, Handyman, Store clerks, Sales Assistant, Machine Operators, Forklift Driver, Dispatch Clerks, Cashier )	Typical roles include, Logistics Officer, Customer service officer, Microbiologist packing analyst, Line supervisor, Blender, Procurement buyer, Sales Representatives, HR Admin officer, Accounts Assistant, Market Information Executive, Internal Audit Officer)	(Typical roles include, Production Manager, Winery Manager, Human Resource Business Partners, QSHE Specialist and Officer, Warehouse Supervisor, Mechanical Technician, System Administrator, Public Relations Officer, Internal Auditor, Finance Business Partners)	(Typical roles include, Procurement Manager, Brand Manager, National Sales Manager, QSHE Manager, Trade Development Manager, Talent and Performance Manager, Management Accountant, ASMs )	(Typical roles include, ICT Manager, Internal Audit Manager, Public Relations and Communication Manager, Supply Chain Director, Commercial Director, Finance Director, Company Secretary and Legal Director, HR Director, Managing Director)
<b>Customer Delight</b>	<b>Ability to understand and anticipate customer needs and go beyond Satisfying them</b>	Understands different customers, cheerfully welcomes and serves them with the true EQCITE spirit Courteously and efficiently attends to customer needs, solves their problems within acceptable time	Regularly & proactively checks in with the customers, anticipates and meets their needs beyond their expectations	Prepares guidelines on customer care, handles difficult customers through listening, empathizing, apologizing, and takes personal responsibility for their problems	Identifies customer interests, confirms their satisfaction, clearly articulate value add on service and products, understands competition landscape to counter fears and ensure retention	Establishes and sets customer service experience that sets KWAL apart, uses networks and external forums to ensure satisfaction, understands market dynamics to improve service, align and correct perception



<p><b>Entrepreneurial Spirit</b></p>	<p><i><b>A mindset that embraces critical questioning, innovation, service and continuous improvement.</b></i></p>	<p>Identifies opportunities in their area of operations and proactively seeks and implements new ways to improve.</p>	<p>Sometimes uses market, product, and industry knowledge to identify new business opportunities, associated risks and articulates them for further development</p>	<p>Able to conduct basic research, accurately evaluates the pros, cons, and risks associated with new business initiatives. Takes significant calculated risks to achieve business goals.</p>	<p>Able to conduct detailed research (on markets, products, competition), develop a business case considering pros, cons, and risks associated. Takes significant calculated risks to achieve business goals. Creates appropriate networks to ensure success of the opportunity.</p>	<p>Leverages diverse resources for ideas and inspiration. Pursues market and global information to inform business growth opportunities. Takes calculated risks. Inspires innovation Promotes an entrepreneurial culture. Can tap on to expansive business and social network</p>
<p><b>Problem Solving</b></p>	<p><i><b>Ability to analyze situations, diagnose problems, identify the key issues, establish and evaluate alternative courses of action and produce logical, practical and acceptable solutions.</b></i></p>	<p>Has ability to solve simple problems. Identifies challenges and gathers suitable information to support an informed decision</p>	<p>Able to diagnose and Identify specific information required to clarify a situation or to make a decision. Generates alternative solutions by collaborating with people who are impacted by, or have knowledge of, the problem, issue or challenge</p>	<p>Looks ahead and considers external developments, identifying trends and emerging patterns when making important decisions. Ensures that individuals working in own area have sufficient information and guidance to make effective decisions</p>	<p>Considers the impacts of decisions on the organization, short term to long term. Makes decisions through weighing the impact on the overall organization. Is able to develop and recommend problem solving frameworks (tools, parameters, policies and procedures) Leads problem-solving initiatives.</p>	<p>Is the reference point for complex problems. Able to translate / critic problem solving models. Ability to develop new models for problem solving. Examines local &amp; global trends, reports and research to anticipate emerging problems, cause effect, key relationships, makes the right decision and cascades</p>
<p><b>Leading Change</b></p>	<p><i><b>Identifies need for change &amp; champions transformation with drive &amp; commitment</b></i></p>	<p>Is open to change and gives ideas on how change can be made with less disruptions Is positive about change and encourages others to accept</p>	<p>Communicates change to the team effectively to get their acceptance, monitors progress and areas of resistance</p>	<p>Leads change effectively and deals with resistance, listens and analyses need for different strategy to achieve more buy in</p>	<p>Leads change effectively internally , resolves issues that block change, updates customers and other key stakeholders as necessary</p>	<p>Identifies vision for change, champions the transformation with commitment and drive, creates buy in, sense of urgency. Ensures change is achieved and celebrated</p>
<p><b>Building &amp; Sustaining Relationships</b></p>	<p><i><b>Uses networks, formal &amp; informal relationships to build trust across the organizations and provides an enabling environment for work to thrive.</b></i></p>	<p>Takes pride in building relationships and is committed to delivering high quality services. Understands the role of every person and customer they interact with Understands the importance of quality service.</p>	<p>Has ability to identify customer / stakeholder needs, provide appropriate solutions or services. Encourages others to focus on building relationships.</p>	<p>Builds positive and trusting relationships across the Business Unit, recognises, gives feedback, encourages and rewards collaborative behaviours that add value across KWAL.</p>	<p>Ensures a customer / stakeholders focused approach is implemented in own area. Keeps abreast with local market trends to improve service delivery, builds local and i networks. Is able to coach others on relationship building.</p>	<p>Influences stakeholders to advance KWAL's mission. Keeps abreast with international market trends to improve service delivery Has an expansive local and international network that helps in unlocking opportunities and achieving the organizations strategic goals.</p>



<p><b>Business Awareness</b></p>	<p><i>Understands the business, regulatory and competition landscape and applies sound commercial judgment to influence short and long-term goals</i></p>	<p>Has a good understanding and appreciation of factors influencing KWAL's business and goes out of their way to offer ideas and solutions Demonstrates a fair understanding of business related factors and circumstances that influence KWAL's business</p>	<p>Takes and considers commercial risks through innovations and process improvement. Takes action to maximise opportunities created</p>	<p>Understands and mitigates internal and external factors that influence business growth. Takes, manages &amp; considers commercial risks. Researches on new products or work processes that may drive business growth.</p>	<p>Manages respective budgets and P&amp;Ls effectively to deliver and exceed business targets. Has sufficient understanding of external business environment including competition and regulatory requirements and how these affect the business</p>	<p>Has a view on strategic business issues and challenges. Analyses complexity and applies judgement to create Insights and solve business problems. Identifies and gives strategic direction on activities that do not contribute to overall strategy.</p>
<p><b>Coaching &amp; capability improvement</b></p>	<p><i>Seeks and gives regular feedback and builds professional skills, knowledge and competencies to improve self and others.</i></p>	<p>Understands their potential, strengths, and works to build on them. Eager to learn from others to achieve their personal and professional goals.</p>	<p>Has good understanding of coaching methods, its importance and desire to coach/mentor others. Takes keen interest in developing others. Suggests methods and gives examples that provide a roadmap to improved performance.</p>	<p>Highlights performance strengths and weaknesses by giving factual, specific, non-judgmental feedback. Has good understanding of group dynamics and is able to coach other leaders.</p>	<p>Recognizes individuals/teams' strengths and inspires them to succeed. Is able to apply coaching methods and train others on coaching skills. Draws satisfaction from the growth and success of others and role models coaching.</p>	<p>Able to define a coaching direction and link it to business results. Able to develop other coaches strategically Champions talent development to meet succession goals and business strategy. Aligns leadership style to behaviour and makes decisions that enable a learning culture.</p>
<p><b>Passion for Excellence</b></p>	<p><i>Strives to be the best, totally committed, lives by highest standards, operates at their peak potential</i></p>	<p>Undertakes tasks with passion, strives to minimize errors to deliver quality output or results Sets personal standards and delivers assigned tasks with passion</p>	<p>Demonstrates commitment, passion in day-to-day work. Assigns or undertakes tasks with clarity, guides to ensure excellent delivery of tasks for customers and peers</p>	<p>Demonstrates consistent behaviour, gives feedback, and guides others on setting high standards for internal &amp; external customers</p>	<p>Ability to coach and influence the team and setting policies on improving high standards of operations for KWAL.</p>	<p>Creates a climate that enhances KWALs organizational culture to enable teams develop their potential and contribute their best</p>