

**SKILLS FRAMEWORK FOR RETAIL
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Leadership and People Management					
TSC	Vision Leadership					
TSC Description	Articulate clear, inspiring organisational goals, plans and priorities, as well as, display behavioural characteristics within the workplace in accordance to organisational values					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			RET-LPM-3002-1.1	RET-LPM-4002-1.1	RET-LPM-5002-1.1	RET-LPM-6002-1.1
			Lead team planning activities to develop operational plans to achieve team objectives	Lead team leaders in the development of business unit strategies, operational plans and corporate governance management to meet organisational needs	Lead managers to develop organisational strategies and review corporate governance management to meet organisational needs	Lead the development of vision, culture and strategic priorities for an organisation
Knowledge			<ul style="list-style-type: none"> Relationship between high level organisational strategies and the development and implementation of team plans and processes Organisational policies and procedures relating to leading team planning activities Trends and issues impacting on team and its productivity Organisational code of practice relating to expected behaviours that may be used to demonstrate values Relevant professional or industry codes of practice and standards guiding the definition of values and behaviours 	<ul style="list-style-type: none"> Relationship between high level organisational strategies and the development and implementation of team plans and processes Relationship between high level organisational strategies and the development and implementation of business systems and processes to support corporate governance Organisational policies and procedures relating to the development of departmental or business unit strategies, and corporate governance compliance management Legal and ethical considerations relating to corporate governance Relevant professional or industry codes of practice and standards relating to corporate governance Implications and impact on employees and the organisation arising from team planning processes and corporate governance management processes Organisation's vision, 	<ul style="list-style-type: none"> Relationship between high level organisational strategies and the development and implementation of business plans and processes at lower levels within the organisation Relationship between high level organisational strategies and the development and implementation of business systems and processes to support corporate governance and social responsibility requirements Legal and ethical considerations relating to organisational strategy development, corporate governance and social responsibility Organisational policies and procedures relating to organisational strategy development, corporate governance, social responsibility management and organisational expectations and performance of managers Relevant professional or industry codes of practice 	<ul style="list-style-type: none"> Relationship between vision and values and how they contribute to the development of an organisational culture that actively pursues strategic objectives Relationship between high level strategies and the development and implementation of business plans and processes Legal and ethical considerations relating to corporate governance and social responsibility Relevant professional or industry codes of practice and standards relating to corporate governance, social responsibility and leadership roles Theories and concepts relating to culture within organisations Impact of defined organisation vision and culture on employees Organisation's vision, mission and values Methods to demonstrate service delivery in line with the organisation's vision, mission and values

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				<p>mission and values</p> <ul style="list-style-type: none"> • Communication techniques • Characteristics of a leader • Characteristics of a role model 	<p>and standards relating to corporate governance, social responsibility, and leadership roles</p> <ul style="list-style-type: none"> • Implications and impact on employees and the organisation arising from organisational strategic planning process and corporate governance management process • Organisation's vision, mission and values • Methods to demonstrate service delivery in line with the organisation's vision, mission and values • Communication techniques • Characteristics of a leader • Characteristics of a role model 	<ul style="list-style-type: none"> • Communication techniques • Characteristics of a leader • Characteristics of a role model • Techniques to promote and cultivate organisation's values
<p>Abilities</p>			<ul style="list-style-type: none"> • Review organisational objectives and business plans to identify team objectives • Identify trends and issues impacting on team and its productivity to guide team planning • Create team operational plans to support team's progression towards defined objectives • Allocate resources required for implementation of the operational plans to achieve team objectives • Model leadership and behaviours to demonstrate application of organisational values, behaviours and governance priorities in all actions • Evaluate progress of team plans and make adjustments to meet team 	<ul style="list-style-type: none"> • Facilitate team leaders' involvement in the development of departmental or business unit strategies to achieve business objectives • Lead team leaders to identify trends and issues impacting team performance and develop team operational plans to achieve team objectives • Communicate organisational values and expectations of behaviour in the workplace to guide team leaders in their behaviours and performance • Engage regularly with team leaders to provide the required support to achieve business unit goals • Model leadership and behaviours to demonstrate application 	<ul style="list-style-type: none"> • Research and report on trends and factors of strategic value to the organisation or business unit to support strategic planning • Consult with stakeholders to define mission and objectives for the organisation or business unit to support strategic planning • Facilitate management team involvement in the development of organisational or business unit strategies to ensure alignment to business goals • Communicate organisation's corporate governance and social responsibility requirements to facilitate organisational compliance • Engage employees to guide the implementation 	<ul style="list-style-type: none"> • Identify trends and factors of strategic value to the organisation to support strategic planning • Consult with stakeholders to define mission, objectives and strategic priorities for the organisation to support strategic planning • Define criteria for evaluating success of strategies to determine achievement of strategic priorities • Engage employees to develop plans to operationalise strategic priorities • Address corporate governance and social responsibility obligations to ensure organisational compliance • Identify values and beliefs which underpin organisational vision and

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			<p>objectives</p> <ul style="list-style-type: none"> • Communicate organisational vision, values, expectations, team goals and plans to garner team members' buy-in and contribute to the operationalisation of the team strategic priorities to ensure harmonious working relationships • Assess emotional states of team members and respond appropriately to emotional cues when leading a team to ensure individual needs are addressed • Engage in regular self-reflection to identify own areas for improvement in leading team planning • Improve own team planning skills by subscribing to diverse learning channels and participating in peer review platforms to enhance workplace performance 	<p>of organisational values, behaviours and governance priorities in all actions</p> <ul style="list-style-type: none"> • Develop and modify systems and processes to improve compliance management on corporate governance and social responsibilities requirements • Communicate departmental or business unit strategic priorities to stakeholders to garner their support and buy-in • Assess emotional states of team leaders and respond appropriately to emotional cues when leading team leaders to ensure individual needs are addressed • Engage in regular self-reflection to identify own areas for improvement in leading strategy planning • Improve own strategy planning skills by subscribing to diverse learning channels and participating in peer review platforms to enhance workplace performance 	<p>of organisational plans to achieve business goals</p> <ul style="list-style-type: none"> • Model leadership and behaviours to demonstrate application of organisational values, behaviours and governance priorities in all actions • Review systems and processes to identify required changes to improve compliance management on corporate governance and social responsibility requirements • Communicate clear, inspiring organisational goals, strategies and plans to garner stakeholder support and buy-in • Apply emotional intelligence to guide own thinking and actions and to influence and persuade stakeholders towards the achievement of business goals • Engage in regular self-reflection to identify own areas for improvement in leading strategic planning • Improve own strategic planning skills by subscribing to diverse learning channels and participating in peer discussion platforms to enhance workplace performance 	<p>support strategic priorities to drive organisation vision and culture</p> <ul style="list-style-type: none"> • Model leadership and behaviours to demonstrate application of organisational values, behaviours and governance priorities in all actions • Develop and review processes to effectively engage stakeholders in the development and review of organisational values and vision to drive organisational vision and culture • Communicate organisational vision, values, strategic priorities and plans to influence stakeholders and build commitment to the organisation • Assess the emotional climate of the organisation and demonstrate openness to address stakeholders' concerns • Engage in regular self-reflection to identify own areas for improvement in leading organisational strategic planning • Improve own organisational strategic planning skills by subscribing to diverse learning channels and participating in peer discussion platforms to enhance workplace performance
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