



Competency Framework

Competency Clusters

Our **Fáilte Ireland Competency Framework** outlines twelve distinct behavioural competencies which align to four core competency groups that are essential to deliver success for Fáilte Ireland and our clients. The clusters capture the essence of the framework and provide context for the twelve distinct behaviours. The four competency groups are outlined below.



Leading Self and Others

Inspire and Engage, Strategic Thinking, Decision Making

This group of competencies organises the competencies relating to our people leading themselves, and their colleagues, and communicating purpose and direction with clarity, integrity and enthusiasm, and building capability for all.

For leaders, it is about being visible, establishing strong direction and managing and engaging with employees in a truthful way. It is about building a performance culture and growth mind-sets within Fáilte Ireland, where staff are given the space, authority and support to deliver outcomes.



Collaborating for Success

Managing Relationships, Communicating Effectively, Team Work

This group of competencies organises the competencies relating to effective interactions with colleagues, stakeholders and customers. At all levels, it requires working collaboratively and building supportive, trusting and professional relationships with colleagues and stakeholders, both internally and externally.

For leaders, it is about being approachable, delivering business objectives through creating an inclusive environment, and welcoming challenge however uncomfortable (growth mind-sets).



Delivering Results

Commercial Awareness, Project Management, Planning and Managing Work

This group of competencies organises the competencies relating to carrying out roles to achieve results in an effective, efficient and accurate manner, delivering value for money, managing a quality service and delivering at pace.

For leaders, it is about identifying economic, market and customer issues and using these to promote innovative business models, commercial partnerships and agreements to deliver the greatest value. It is about creating an environment to deliver operational excellence and creating the most appropriate delivery models for Fáilte Ireland.



Embracing Change

Leverages Technology, Embracing Innovation, Flexibility

This group of competencies organises the competencies relating to building our capabilities for the future, allowing us to thrive as an organisation and leverage our expertise, innovation and adaptability in the current working environment. For leaders, it is about investing in the competencies of our people, to be effective now and in the future as well as giving clear, honest feedback and supporting teams to succeed. It is also about taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value and support economic, sustainable growth.

Competencies



01: Inspire and Engage.

Inspires and motivates self and others to achieve personal and organisational success for Fáilte Ireland. Engages and supports colleagues to perform at their best, while building a diverse and inclusive team.



02: Strategic Thinking.

Understands the big picture, identifying potential opportunities or challenges that exist and turns these into a compelling vision for action within Fáilte Ireland.



03: Decision Making

Forms sound, evidence-based judgements, making strategic choices, assessing risks and taking accountability for both decisions and results.



04: Managing Relationships

Establishes and maintains mutually supportive working relationships internally and externally, consulting with, listening to and understanding the needs of those our work impacts, in order to promote and deliver our vision for the Irish tourism sector.



05: Communicating Effectively

Listens to others and accurately interprets messages, presents information and ideas clearly and convincingly so that others see Fáilte Ireland as credible and articulate, and engage with us.



06: Team Work

Works collaboratively with colleagues and stakeholders towards our organisational goals, achieving the best outcome for Fáilte Ireland.



07: Commercial Awareness

Develops and utilises a broad and deep understanding of the business and commercial context of Fáilte Ireland, and displays the ability to analyse and assess the commercial implications of significant decisions or market and industry trends.



08: Project Management

Delivers or contributes to complex projects and programmes successfully for Fáilte Ireland, within the given constraints, taking control of, or assisting with project planning and management to deliver on time and within budget.



09: Planning and Managing Work

Thinks ahead, managing time, priorities and risk, and develops structured and efficient approaches to deliver day-to-day work on time and to a high standard.



10: Leverages Technology

Leverages technology to enhance outputs and drive value for Fáilte Ireland.



11: Embracing Innovation

Constructively challenges current thinking, adapts approaches and proactively identifies innovative ways to meet the needs of Fáilte Ireland and Fáilte Ireland stakeholders.



12: Flexibility

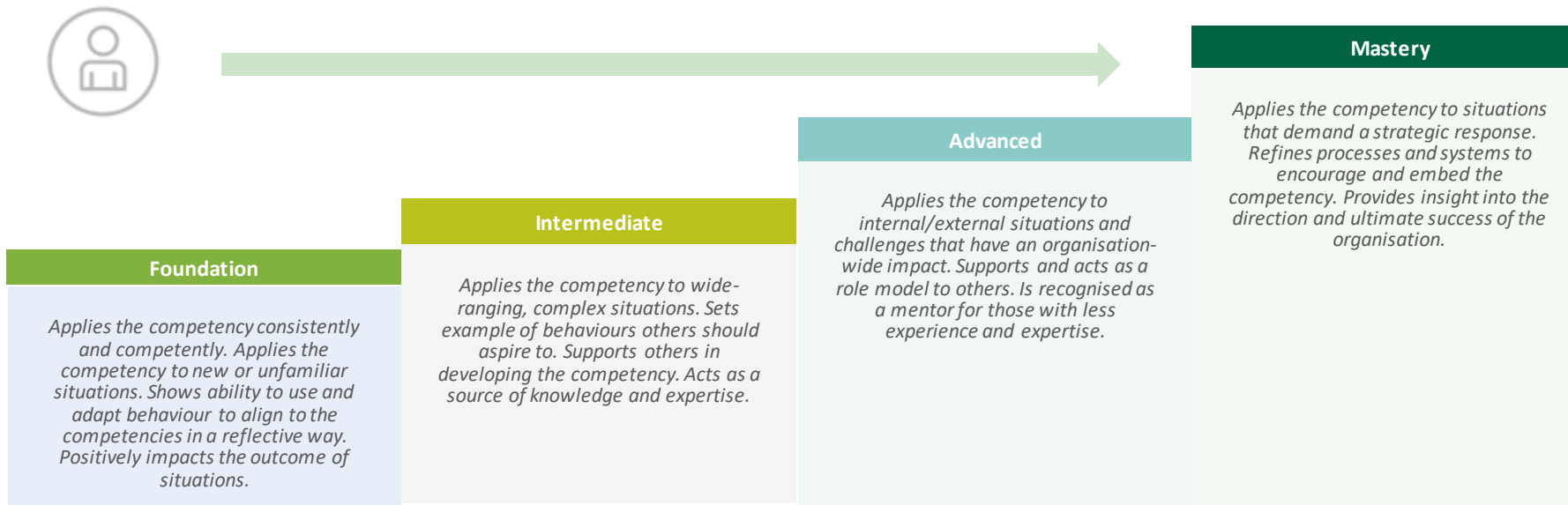
Displays flexibility, resilience and adapts positively, to sustain performance in an ever changing business environment.

Competency Levels



Employee Development Journey

- The model below provides an overview of the four competency levels, with each level building on the preceding one. Each of the competencies included in the Framework are designed to indicate the skills and behaviours expected for a particular role. The listed indicators under each competency are a guide only. They are not exhaustive, nor are they a checklist to be ticked off.
- Within each competency level there are 4-7 indicators that are essential to demonstrating that competency effectively. These indicators provide a clear indication of the contribution of employees at different levels within Fáilte Ireland, which is crucial to Fáilte Ireland's performance as a whole. These indicators are designed to provide a focus for discussions around performance, development and recruitment. Proficiency does not necessarily correlate with seniority in the organisation.



Leading Self and Others

Inspire & Engage
Strategic Thinking
Decision Making

01: Inspire and Engage

Inspires and motivates self and others to achieve personal and organisational success for Fáilte Ireland. Engages and supports colleagues to perform at their best, while promoting a diverse and inclusive team.



Foundation	Intermediate	Advanced	Mastery
<ul style="list-style-type: none"> • Takes ownership of own actions required to achieve results • Actively engages and collaborates with all colleagues to achieve success • Seeks clarity on objectives, ensuring a clear and mutual understanding of expectations • Takes initiative when required to get things done and responds positively to challenges • Acknowledges capability of colleagues and celebrates their success • Keeps up to date with new processes and information in own role • Seeks opportunities to develop, taking responsibility for their own development 	<ul style="list-style-type: none"> • Creates team spirit and helps direct colleagues towards the achievement of the team and organisational goals • Is visible, available and approachable to others • Provides colleagues with clear direction and objectives, ensuring they understand expectations • Ensures own and others' workloads are realistic and achievable • Regularly finds ways to celebrate and reward successes with the team • Seeks opportunities to develop professional skills and knowledge and encourages their team to do so • Encourages, listens to and acts on feedback from the team to make improvements • Always seeks to develop self-awareness and emotional intelligence to build leadership capability 	<ul style="list-style-type: none"> • Articulates and gives a sense of purpose and direction to their team, leading them to achieve success • Motivates and inspires others to perform to their best, recognising and valuing their work and encouraging them to learn and reflect • Constructively challenges team to develop higher standards of capability and performance, providing timely and constructive feedback • Communicates clear direction and strategic priorities, translating the strategy into tangible and measurable goals • Takes responsibility for issues, inside and outside of their team, and learns from these mistakes • Promotes a positive team culture that respects diversity and deals with barriers to inclusion • Demonstrates high levels of emotional intelligence and self-awareness 	<ul style="list-style-type: none"> • Role models the Fáilte Ireland Values, creating and communicating a sense of purpose that inspires and engages others across the organisation • Sets the strategic direction of Fáilte Ireland, identifying and communicating a vision that generates commitment • Leads and sets an example for desired behaviour and performance across the organisation • Recognises that their actions and decisions must always align with the values and strategic direction of Fáilte Ireland and acts accordingly • Instils a culture of high performance and outstanding results where staff are encouraged to perform to their best • Creates and promotes a culture of fairness, transparency and inclusion where colleagues from all backgrounds and perspectives feel empowered and valued

02: Strategic Thinking

Understands the big picture, identifying potential opportunities or challenges that exist and turns these into a compelling vision for action within Fáilte Ireland.



Foundation	Intermediate	Advanced	Mastery
<ul style="list-style-type: none">• Understands how own and team's work contributes to the delivery of Fáilte Ireland's objectives• Uses knowledge and understanding of different parts of the organisation to deliver work and carry out their role effectively• Understands what specific actions need to be taken to contribute to organisational objectives• Shows consideration for wider organisational implications of personal work• Maintains a broad awareness of the tourism sector	<ul style="list-style-type: none">• Communicates Fáilte Ireland's strategic priorities in a compelling and convincing manner, encouraging buy-in• Works with a view to the future, prioritising own and others' work in line with Fáilte Ireland's strategic direction• Balances own team's needs with wider organisational objectives• Identifies synergies between team priorities and other relevant agendas across the organisation• Actively seeks market knowledge from internal and external sources and applies it to develop business plans and strategies	<ul style="list-style-type: none">• Translates Fáilte Ireland's vision and strategy into practical and tangible plans for their team• Consistently takes account of the wider implications of their team's actions on Fáilte Ireland• Encourages self and others to think about Fáilte Ireland's long term potential and success• Takes account of a wide range of stakeholder and partner needs to inform their team's work• Informs strategy development by identifying market trends or gaps in current service delivery	<ul style="list-style-type: none">• Builds a positive and compelling vision of Fáilte Ireland's future potential, demonstrating confidence in the strategic direction of Fáilte Ireland• Translates an understanding of the complex and diverse threats and issues facing Fáilte Ireland into positive action• Sets organisational priorities by identifying where time and investment is needed most• Proactively involves key stakeholders and partners in strategic thinking, incorporating their views into plans and working with them to align strategic priorities• Generates and leads strategic initiatives to support the long-term sustainable growth of the Irish tourism industry

03: Decision Making

Forms sound, evidence-based judgements, making strategic choices, assessing risks and taking accountability for both decisions and results.



Foundation	Intermediate	Advanced	Mastery
<ul style="list-style-type: none"> • Makes decisions to progress own work in a timely manner • Takes personal responsibility for own decisions • Asks others for input, recognising the benefit of more than one perspective • Speaks with the relevant people in order to obtain the most accurate information and gets advice when unsure of how to proceed • Considers the impact of their decisions on others, understanding the implications and informing others of any potential risks • Undertakes the appropriate analysis to make evidence-based strategic decisions or recommendations • Make decisions when they are needed, even if they prove difficult or unpopular 	<ul style="list-style-type: none"> • Makes decisions as necessary on the basis of the information available, without unnecessarily referring to others • Recognises scope of own authority for decision making • Supports colleagues to make decisions through providing sound advice and feedback • Involves and communicates effectively with internal and external stakeholders early in decisions that impact them • Is resourceful and creative, generating original approaches when solving problems and making decisions, taking a solutions oriented approach • Identifies potential barriers to decision making and initiates action to move a situation forward 	<ul style="list-style-type: none"> • Makes sound strategic decisions quickly on behalf of Fáilte Ireland when a situation requires intervention • Takes responsibility for team decisions, providing rationale when those decisions are questioned • Make decisions when they are needed, even if they prove difficult or unpopular • Uses judgement to make sound decisions with a well-reasoned rationale and stands by these • Takes account of any broader issues, agendas, sensitivities and related implications when making decisions • Encourages others in the team to make decisions in their own area of expertise, take appropriate risks and learn from experience • Analyses organisational risks associated with decisions, including those with long term impacts, before committing to action • Explores challenges, and compiles relevant data to help others to make difficult decisions 	<ul style="list-style-type: none"> • Makes sound and well-informed difficult decisions for the long term benefit of Fáilte Ireland, taking into account Fáilte Ireland's strategy • Accepts full accountability for Fáilte Ireland's decision making • Develops a culture of accountability and sound decision making across Fáilte Ireland • Presents and instills confidence in strategic decision making • Consults key stakeholders early in critical organisation-wide decisions and continues to engage them throughout process • Demonstrates the courage to make decisions that enable progress, and a willingness to engage in thorough analysis of the outcomes of those decisions • Ensures the organisation balances effective risk management with the need for timely actions

Collaborating for Success

Managing Relationships
Communicating Effectively
Team Work

04: Managing Relationships

Establishes and maintains mutually supportive working relationships internally and externally, consulting with, listening to and understanding the needs of those our work impacts, in order to promote and deliver our vision for the Irish tourism sector.



Foundation	Intermediate	Advanced	Mastery
<ul style="list-style-type: none">• Demonstrates a passionate, can-do attitude, displaying a strong customer service orientation - internal and external• Listens to and understands stakeholder requirements without making assumptions, asking questions to clarify stakeholders' needs• Is professional, helpful and responsive when dealing with stakeholders, providing timely, accurate and personalised responses• Learns from feedback to improve service to stakeholders• Looks for ways to improve and develop the stakeholder experience• Holds themselves accountable for high standards of behaviours, takes ownership and follows through on commitments	<ul style="list-style-type: none">• Demonstrates an ability to build rapport with stakeholders, both internally and externally to Fáilte Ireland• Understands the different needs of stakeholders and adapts own style accordingly• Seeks to understand stakeholder requirements, gathering extra information when needs are not clear• Consistently seeks feedback from stakeholders to improve Fáilte Ireland's services• Develops a network of contacts through participation in professional networks or consultations with others	<ul style="list-style-type: none">• Actively engages stakeholders and encourages others to build relationships that support Fáilte Ireland objectives• Empowers others to collaborate and seeks innovative approaches to deliver a compelling stakeholder experience• Acts as a role model to others, encouraging them to always consider stakeholder needs• Proactively manages stakeholder relationships, preventing or resolving any conflict• Adapts style to work effectively with stakeholders, building consensus, trust and respect• Focuses their own and their team's efforts on delivering a quality service to all stakeholders – internal and external	<ul style="list-style-type: none">• Builds Fáilte Ireland's reputation as an organisation that delivers outstanding stakeholder service• Identifies and engages a diverse range of influential contacts within stakeholder and partner organisations• Builds alliances to establish mutually beneficial stakeholder arrangements, openly sharing knowledge and insights• Actively challenges and addresses 'silo attitudes' to encourage effective relationship building inside and outside Fáilte Ireland• Skillfully manages stakeholder expectations by anticipating and influencing changing priorities• Understands the complexities of political dynamics and uses this to manage stakeholder relationships and resolve conflict effectively

05: Communicating Effectively

Listens to others and accurately interprets messages, presents information and ideas clearly and convincingly so that others see Fáilte Ireland as credible and articulate, and engage with Fáilte Ireland.



Foundation	Intermediate	Advanced	Mastery
<ul style="list-style-type: none">Communicates confidently and persuasively on topics related to tourism and Fáilte IrelandConsiders the target audience, adapting style and communication method accordinglyMaintains continuous, open and clear communication with othersActively listens to othersSpeaks and writes clearly and succinctly using appropriate language that is easy to understandIs respectful, courteous and professional, remaining composed, even in challenging circumstances	<ul style="list-style-type: none">Actively ensures alignment by communicating openly and inclusively with internal and external stakeholdersPersuades others, using evidence-based knowledge, modifying approach to deliver messages effectivelyAnticipates and listens to the needs of others and responds accordinglyCan develop and articulate a message to others that creates clarity and builds understandingPresents complex information in easily understandable and accessible formatsChallenges the views of others in an open and constructive mannerTakes responsibility for keeping their team and stakeholders informed of key messages	<ul style="list-style-type: none">Articulates self with credibility and conviction, encouraging buy-in to Fáilte Ireland's strategic direction both internally and externallyEncourages and supports teams in engaging in transparent and inclusive communication with internal and external stakeholdersInfluences others and gains buy-in using compelling, well thought through argumentsSynthesises the complex viewpoints of others to achieve specific outcomes, for example, to resolve conflict, negotiate for consensus, prompt innovationCan articulate and present the Fáilte Ireland strategy in a credible and compelling mannerNegotiates effectively to deliver Fáilte Ireland's priorities	<ul style="list-style-type: none">Influences the thinking of key stakeholders and partners, encouraging them to deliver in line with Fáilte Ireland's objectivesActs as a credible and convincing spokesperson and negotiator for Fáilte IrelandCreates a culture of open communication, building trust and integrity across the organization, listening to employees across the organisation

06: Team Work

Works collaboratively with colleagues and stakeholders towards our organisational goals, achieving the best outcome for Fáilte Ireland.



Foundation	Intermediate	Advanced	Mastery
<ul style="list-style-type: none"> • Works collaboratively with all colleagues, sharing knowledge and supporting colleagues in achieving their team's goals • Understands own role in the team, taking personal ownership and accountability for actions and work • Always contributes to the team through their work, attitude and a positive approach • Listens with interest and respects the perspectives of others, recognising that diverse inputs leads to better outcomes • Raises issues promptly that prevent the team from doing a good job, working together to find and agree on a solution 	<ul style="list-style-type: none"> • Initiates collaboration, always shares relevant information with others to work productively towards Fáilte Ireland's objectives • Understands the different working styles and preferences of colleagues, and is self-aware of own style • Recognises the value and contributions of others • Genuinely values others input and encourages others to contribute their views and perspectives • Addresses misunderstandings and resolves interpersonal conflicts calmly and constructively • Readily shares resources to support higher priority work, showing pragmatism and support for the shared goals of Fáilte Ireland • Holds themselves accountable for high standards of behaviour and performance and constantly strives to improve 	<ul style="list-style-type: none"> • Leads their team by example, coaching and supporting team members as required • Sets clear roles and responsibilities for team members, accepting ownership for results of the team • Develops an inclusive and positive team environment in their division, encouraging diverse thinking • Seeks the input of team members and involves them in decisions that affect them • Shares relevant knowledge, experience and expertise to empower and enable others • Keeps the team informed about decisions and, as appropriate, explain the rationale behind these • Uses expertise to work cross-functionally and externally to achieve the best outcome for Fáilte Ireland 	<ul style="list-style-type: none"> • Creates an environment which cultivates a culture of collaboration, integrity and care for colleagues and stakeholders • Promotes a culture that values diverse opinions to achieve better outcomes • Creates a winning mind-set by recognising and celebrating team successes • Develops and successfully implements strategies to facilitate cross functional collaboration and team-working • Empowers and develops the team to set high standards of behaviours and performance for themselves

Delivering Results

Delivering Results
Project Management
Planning & Managing Work

07: Commercial Awareness

Develops and utilises a broad and deep understanding of the business and commercial context of Fáilte Ireland, and displays the ability to analyse and assess the commercial implications of significant decisions or market and industry trends.



Foundation	Intermediate	Advanced	Mastery
<ul style="list-style-type: none"> Understands the link between their current role and Fáilte Ireland's business and commercial objectives Awareness of the commercial context within which Fáilte Ireland operates and our key stakeholders Acts as a passionate advocate for tourism in Ireland and encourages others to do the same Understands how Fáilte Ireland helps the tourism sector grow Awareness of key business and market trends within the tourism sector Asks questions to build a better understanding of Fáilte Ireland's commercial and business practices 	<ul style="list-style-type: none"> Uses their broad commercial knowledge and insights to provide effective solutions to significant developmental/marketing challenges Displays a strong personal commitment to developing their own overall business and commercial knowledge Contributes effectively to problem solving and decision making within their team by providing commercial insights Takes an active interest in the tourism sector and strives continually to develop sector, business and commercial understanding Seeks to get involved in internal business development and commercial initiatives 	<ul style="list-style-type: none"> Adapts their team's strategies and initiatives based on shifting business demands and challenges to the commercial environment Maintains a comprehensive knowledge of emerging trends in the Irish tourism market Uses commercial awareness to identify and promote business and growth opportunities across the organisation Brings a strong commercial focus to key business decisions and uses strong commercial insights to underpin the business case Communicates new business developments and commercial opportunities to their team Questions and challenges the value being delivered through commercial arrangements with partners and stakeholders Allocates resources effectively and efficiently to optimise value 	<ul style="list-style-type: none"> Role models strong leadership, influence and accountability for the achievement of commercial outcomes relevant to Fáilte Ireland's strategic objectives Demonstrates thought leadership in predicting the impact of commercial trends and challenges in the Irish tourism market and adapts the Fáilte Ireland strategy in response Ensures that the organisation's plans reflect the right balance between delivering immediate objectives and driving long-term value Seek to introduce new innovative business models, systems and approaches to deliver greater commerciality and sustainability Clearly understands and is able to explain how strategic decisions may impact Fáilte Ireland's financial performance and guides accordingly

08: Project Management

Delivers or contributes to complex projects and programmes successfully for Fáilte Ireland, within the given constraints, taking control of, or assisting with project planning and management to deliver on time and within budget.



Foundation	Intermediate	Advanced	Mastery
<ul style="list-style-type: none"> • Delivers their work in a timely and organised manner, in line with project plans and objectives to ensure project success • Actively contributes to the success of team projects, though their work, attitude and approach • Understands and follows the Fáilte Ireland project management processes and standards • Proactively raises any issues that may affect project plans or deadlines • Is comfortable working with different types of information, e.g. written, numerical, charts 	<ul style="list-style-type: none"> • Plays a proactive role in scoping, managing and planning a project to ensure objectives are achieved, for example by clarifying objectives, tasks, deliverables, time frames, costs and resources, risks and issues • Utilises project management skills and techniques to effectively manage projects to a successful outcome • Manages projects in line with the Fáilte Ireland project management processes and standards • Takes responsibility for the project performance, meeting deadlines and ensuring the project plan is monitored and on track • Mitigates and manages issues or risks that may impact project plans or deadlines • Identifies and consults with the team or stakeholders in planning work 	<ul style="list-style-type: none"> • Creates clear and measurable objectives for cross-functional projects & empowers others to achieve them • Manages multiple, complex projects to successful delivery, ensuring that outcomes are delivered on time and within budget • Delegates tasks and responsibilities effectively to enable the successful delivery of complex projects • Leads cross-functional project teams to successfully deliver change initiatives or projects • Applies evidence-based methodologies to reduce risk and ensure quality outcomes • Is able to gain buy-in from stakeholders, partners and customers effectively for complex projects 	<ul style="list-style-type: none"> • Empowers and enables teams to deliver high-quality outcomes across multiple projects or programmes of work in line with the strategic direction of Fáilte Ireland • Ensures that all projects are successfully embedded and deliver business and stakeholder value • Develops a culture of high standards and quality delivery across the organisation • Applies risk strategies to eliminate or reduce risk exposure in projects • Effectively assesses costs and benefits to make decisions during complex programmes

09: Planning and Managing Work

Thinks ahead, managing time, priorities and risk, and develops structured and efficient approaches to deliver day-to-day work on time and to a high standard.



Proficient	Intermediate	Accomplished	Strategic
<ul style="list-style-type: none"> Plans and prioritises own workload to meet agreed deadlines Advises colleagues or managers of obstacles to work delivery Adjusts priorities, depending on circumstances Perseveres and follows agreed work through to completion Checks for errors to ensure work is delivered to a high standard first time Learns from mistakes Effectively juggles priorities Asks questions to build a better understanding of Fáilte Ireland's processes and practices Strives for better and more efficient ways to work, challenging the status quo Is action-orientated and seeks to make things happen, willing to change and evolve as required 	<ul style="list-style-type: none"> Prioritises work in line with key team or project deliverables Develops contingency plans to account for changing work priorities, deadlines and milestones Identifies and consults with the team or stakeholders in planning work Establishes team priorities, and identifies critical tasks and milestones to help keep projects and individuals on track Plays close attention to detail, ensuring team's work is delivered to a high standard Negotiates realistic timescales for work delivery, ensuring team deliverables can be met Delegates work effectively, providing clear information and evidence as to what is required Continuously improves the way things are done in own team 	<ul style="list-style-type: none"> Monitors allocation of resources, anticipating changing requirements that may impact work delivery Gains buy-in and commitment to project delivery from diverse stakeholders Implements quality measures to ensure team's output is of a high standard Translates vision and strategy into action plans and deliverables Identifies potential risks to work delivery and equips others to manage and address risks Successfully manages a range of different projects and work activities at the same time Delegates work and tasks appropriately, ensuring oversight and structured follow up, empowering team to make decisions within their own role Proactively identifies areas for improvement and develops practical suggestions for their implementation 	<ul style="list-style-type: none"> Sets and communicates clear strategic objectives and priorities for Fáilte Ireland, taking into account circumstances and organisational capability Takes accountability for monitoring delivery of Fáilte Ireland's commitments and strategic objectives Realigns Fáilte Ireland's objectives to respond to changing external & internal agendas Makes the tough decisions that sustain service excellence Considers how various policies, legislative and regulatory requirements impact on complex situations and can successfully navigate these Takes a strategic risk management approach and applies that effectively and flexibly in operational domain Recognises and celebrates successes in work delivery, likewise learning from past experiences as a deliberate strategy to reinforce the culture and demonstrate own personal commitment

Embracing Change

Leverages Technology
Embracing Innovation
Flexibility

10: Leverages Technology

Leverages technology to enhance outputs and drive value for Fáilte Ireland.



Foundation	Intermediate	Advanced	Mastery
<ul style="list-style-type: none">• Keeps their digital skills up to date• Uses new technologies to improve own and team performance• Utilises technology to communicate and collaborate• Seizes opportunities for collaboration and co-creation, taking full advantage of media or digital environments• Keeps informed of the technology in the world of work and understands the digital landscape• Manages personal data with the appropriate resources, taking into account the risks associated with the use of digital technology• Uses digital tools to solve problems and innovate processes and products	<ul style="list-style-type: none">• Mobilises digital strategies and tools to address diverse stakeholders needs• Adapts communication strategies to the specific audience using digital tools, with awareness of cultural and generational diversity• Uses technology to make evidence based decisions• Actively seeks knowledge of new technologies that may enhance the stakeholder experience• Embraces new and evolving technologies and processes and finds opportunities to be part of the change	<ul style="list-style-type: none">• Empowers others to use technology to enhance ways of working• Develops entrepreneurial competencies and autonomy via digital technology• Identifies new digital technologies that can be used to enhance their teams output• Maintains a comprehensive knowledge of emerging trends in the global tourism market• Encourages and helps others build digital skills across the organisation• Adapts their team's strategies and initiatives based on new digital innovations and technologies	<ul style="list-style-type: none">• Leads the transformation of Fáilte Ireland to embrace digital technology• Builds a culture that uses digital tools to optimise the stakeholder, partner and employee experience, to add value to Fáilte Ireland• Encourages stakeholders to build world class digital customer experiences• Introduces new business models, systems and approaches fully utilising technology to deliver greater commerciality and sustainability• Demonstrates thought leadership in predicting the impact of digital trends in the global tourism market and adapts the Fáilte Ireland strategy in response

11: Embracing Innovation

Constructively challenges current thinking, adapts approaches and proactively identifies innovative ways to meet the needs of Fáilte Ireland and Fáilte Ireland stakeholders.



Foundation	Intermediate	Advanced	Mastery
<ul style="list-style-type: none"> • Recognises and reacts to present opportunities • Uses imagination to suggest new ideas, constantly looking for ways to improve, challenging the status quo • Keeps an open mind and considers new ideas on their own merits • Demonstrates an ability to consider problems/opportunities from original or unusual perspectives • Learns new procedures, embracing new technologies and helping colleagues to do the same • Seeks continuous improvement in processes in own area or team, sharing ideas and feedback with others in a constructive manner • Actively gets involved in new initiatives, inspiring others to do the same 	<ul style="list-style-type: none"> • Displays creativity, experiments with new approaches, and demonstrates openness to changing existing practices • Encourages others to innovate and think creatively • Understands the value of their contribution and looks for ways to contribute beyond their immediate role • Balances the need for innovation and the need to get things done • Acts as a champion for ideas generated by others • Relishes challenges to think innovatively and creatively when presented with issues and problems • Is able to translate innovative ideas into practical uses 	<ul style="list-style-type: none"> • Seeks, encourages and recognises ideas, initiatives, improvements and educated risk taking within own area to deliver better approaches and services • Encourages and develops a culture of innovative thinking and creativity focused on adding value • Implements structures and ways-of-working that encourage continuous improvement and innovation • Involves their team and a wide range of stakeholders in generating ideas, recommendations and solutions • Challenges the status quo in own and related areas to achieve value-adding improvements • Works collaboratively with stakeholders to come up with fresh ideas and approaches • Scans the global tourism industry for new ideas to enhance the Irish Tourism offering • Establishes valid measures of progress in driving innovation and change relevant to own area 	<ul style="list-style-type: none"> • Creates and articulates a compelling vision of Fáilte Ireland's future that provides a powerful motivation for change and innovation across the organisation • Identifies and drives organisational and cultural changes needed to adapt strategically to changing market demands, technology and internal initiatives • Inspires energy, enthusiasm and determination to achieve improved performance and results • Leads new approaches to improve results by transforming organisational culture and systems • Seeks out opportunities for organisation-wide innovation and has the courage to take risks and make changes to how things are done

12: Flexibility

Displays flexibility, resilience and adapts positively, to sustain performance in an ever-changing business environment.



Foundation		Intermediate		Advanced		Mastery	
<ul style="list-style-type: none">• Displays resilience in their approach, willing to change and evolve as required• Is solutions orientated and learns from mistakes• Seeks feedback on own performance and aims to improve on it• Accepts new ideas and diverse approaches• Demonstrates openness to changing work priorities and deadlines, responding flexibly to changing circumstances• Attempts to quickly adapt to new situations• Recognises when unable to cope and asks others for help		<ul style="list-style-type: none">• Maintains a focus on key priorities and deliverables, staying resilient in the face of pressure and obstacles• Anticipates and adapts flexibly to changing requirements• Uses challenges as an opportunity to learn and improve• Shows agility with multiple projects and deadlines, and navigates an effective path• Participates fully and encourages others to engage in change initiatives• Takes time to challenge own assumptions in the face of change or stressful situations• Embraces new and evolving organisational systems and processes and finds opportunities to be part of the change• Helps others when they recognise that they are struggling with change		<ul style="list-style-type: none">• Provides clear direction to the team in times of change, supporting team members during the change journey• Makes agile decisions, adapting quickly to different challenges and problems with enthusiasm and energy• Takes ownership for and clearly communicates change initiatives• Uses change as an opportunity to improve ways of working, encouraging others' buy-in• Navigates a clear path through ambiguity• Maintains high standards of stable performance under pressure• Keeps staff motivated and engaged during times of change, promoting the benefits		<ul style="list-style-type: none">• Effectively leads the team in times of change, and acts as a role model for the team in dealing with change in a positive, controlled manner• Promotes Fáilte Ireland as a flexible organisation, responding to the changing needs of our stakeholders within the tourism sector• Demonstrates resilience in the face of challenge from key stakeholders• Actively manages opposition to change through clear explanation and positive influencing• Anticipates change in advance and appropriately plans for it	