

Marketing Managers coordinate marketing processes and drive results through a team. They evaluate data and facts to make marketing decisions that support the company's business model and strategic goals. They also coordinate marketing campaigns and promotional activities, and they assess the effectiveness of marketing programs.

### Example positions

Brand Manager, Marketing Communications Manager, Product Marketing Manager, Publicity Manager, Marketing and Promotions Manager

## COMPETENCIES

**Fact-based management** – They view the organization as an open system, synthesize information from diverse sources, come to conclusions, and make decisions that are rational and based on sound evidence.

**Communicating** – They convey the information required by others in a concise, direct, and unambiguous way. They perceive how the message affects the receiver and strive to ensure that the receiver clearly understands the specifics and function of the message.

**Business acumen** – Marketing Managers make sound business decisions based on a strong understanding of the company's business model, strategic goals, and relevant policies, as well as best practices and current technologies in one's own discipline or functional area.

**Driving results** – They motivate individuals to achieve and exceed goals by establishing accountabilities, clarifying performance expectations, agreeing to high standards and measures, monitoring and reviewing performance, and providing timely and relevant feedback.

**Creativity and innovation** – They tend toward divergent thinking and the propensity to question existing practices; challenge commonly held assumptions; originate new or radical alternatives to traditional methods, processes, and products; and build on others' ideas.

**Process management** – Marketing Managers take a systematic approach to making the company's workflow more effective, efficient, and capable of adapting to an ever-changing environment.

**Planning and priority setting** – Individuals who exhibit this competency identify the priorities, processes, and practical actions that are necessary to achieve an objective or realize an idea. This competency requires developing detailed action or project plans including objectives, accountabilities, time frames, standards, review stages, and contingencies.

**Team building** – They enable and encourage group members to work together to complete tasks and accomplish goals that individual members could not accomplish alone.

**Strategic thinking** – Individuals who exhibit this competency develop and help drive a shared understanding of a long-term vision that describes how the organization needs to operate now and in the future.

### Representative behaviors

- Assesses what data are needed to make well-informed, accurate business decisions
- Communicates information in a well-considered manner
- Effectively considers financial implications of decisions, including assessing risk and return
- Conveys a sense of urgency that motivates others to achieve goals
- Coordinates resources to accomplish goals
- Embraces new or leading-edge programs, processes, or products that positively affect the organization
- Determines the necessary processes to accomplish goals
- Creates a work environment in which team members are comfortable sharing their opinions
- Thinks strategically to promote growth or gain competitive advantage



