

## 02

## People Competencies

### Communications/Interpersonal Skills

(Credible and Impactful)

Makes a strong interpersonal impact and is credible and impactful with key audiences. A strong communicator, who will successfully represent the organisation with key stakeholders and strategic partners. Demonstrates active listening and can adapt and tailor their communications style to different audiences and situations. Has good awareness of their own interpersonal style and understands how their style will impact on others.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
<b>1</b> <b>Basic</b>	<ul style="list-style-type: none"> <li>Communicates with a high degree of enthusiasm and energy and can adapt their style to different people and situations.</li> <li>Actively listens to others without pre-judging the other perspective and is articulate in expressing their own views.</li> <li>Appreciates the importance of keeping people fully informed and will check for understanding, before proceeding. Understands the value of two-way communication.</li> </ul>	<b>1 2</b>
<b>2</b> <b>Developing</b>	<ul style="list-style-type: none"> <li>Skilled communicator who is well prepared and makes well-reasoned arguments.</li> <li>Gathers the relevant evidence and will use the weight of relevant facts and information to successfully persuade others and to communicate effectively.</li> <li>Can raise potential issues and express their own views in a constructive and assertive manner. Understands that their tone is as important as the message.</li> </ul>	<b>3</b>
<b>3</b> <b>Solid</b>	<ul style="list-style-type: none"> <li>Strong communicator within the marketing function, is seen as credible and makes a good impact, with key audiences.</li> <li>Strong interpersonal impact and an accomplished communicator, influencer and negotiator, anticipates the reaction of others and adapts their style accordingly.</li> <li>Manages difficult business relationships by having an open communication style, avoiding surprises and by keeping key people fully informed on important issues.</li> </ul>	<b>4</b>
<b>4</b> <b>Strong</b>	<ul style="list-style-type: none"> <li>Cool and calm under pressure and can strongly represent the organisation during times of crisis or serious business challenge. Will not be intimidated by having to deal with the media in difficult circumstances for the business.</li> <li>Can effectively represent the organisation with customers and important stakeholders (such as regulatory bodies), where there is a need to rebuild trust and confidence.</li> <li>Communicates with tact, diplomacy and empathy and is seen as authentic in how they communicate. Demonstrates resilience when dealing with persistent confrontation.</li> </ul>	<b>5</b>
<b>5</b> <b>Exceptional</b>	<ul style="list-style-type: none"> <li>Uses excellent communication skills to take a prominent role in leading major organisational initiatives and has the credibility and interpersonal impact to enlist support internally and externally.</li> <li>Represents the organisation and can be a "public face" for the business, with key external audiences, such as the media, government departments and regulatory bodies.</li> <li>Excellent communicator who will strongly advocate on behalf of the organisation with key external stakeholders and with strategic partners.</li> </ul>	<b>6 7</b>