

## 06

## People Competencies

**Influencing Skills**

(Win Commitment; Persuade; Ownership; Managing Upwards)

Capacity to be highly influential and credible with key internal and external stakeholders. Has a clear ability to adapt their influencing style to different people and to difficult and complex situations. Has good self-awareness and is clear on how their influencing style impacts on others and seeks to optimise their approach to achieve a “win win”, for all parties.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
<b>1</b> <b>Basic</b>	<ul style="list-style-type: none"> <li>• Considers the options and alternatives on which opinions might be sought and when presenting their views will show awareness of their own impact on others.</li> <li>• Actively listens to others without pre-judging the other perspective and is articulate in expressing their own views.</li> <li>• Communicates with a high degree of enthusiasm and energy and can adapt their style to different people and situations.</li> </ul>	<b>1 2</b>
<b>2</b> <b>Developing</b>	<ul style="list-style-type: none"> <li>• Raises potential issues and expresses their own views in a constructive and assertive manner.</li> <li>• Confident and skilled communicator who is well prepared and makes well-reasoned arguments.</li> <li>• Gathers the relevant evidence and will use the weight of the relevant facts and information to seek to effectively persuade others.</li> </ul>	<b>3</b>
<b>3</b> <b>Solid</b>	<ul style="list-style-type: none"> <li>• Considered highly influential within the marketing function and is seen as credible in their own area of expertise.</li> <li>• Strong interpersonal impact and an accomplished influencer and negotiator, who can anticipate the reaction of others and will adapt their style accordingly. Can identify “emotional” objections, to reaching agreement and seeks to understand the root cause.</li> <li>• Credible and highly influential across the organisation and will seek to persuade and influence others using the available evidence and in presenting a credible case.</li> </ul>	<b>4</b>
<b>4</b> <b>Strong</b>	<ul style="list-style-type: none"> <li>• Highly credible and influential within the executive team, with the board and also with external key stakeholders and other strategic partners.</li> <li>• Leads significant negotiations on behalf of the organisation and anticipates the main obstacles to agreement and will identify solutions, to reach agreement.</li> <li>• Applies an understanding of the power relationships in an organisation and considers the viewpoints of others, to anticipate the strength of their case, needs and likely reactions.</li> </ul>	<b>5</b>
<b>5</b> <b>Exceptional</b>	<ul style="list-style-type: none"> <li>• Strongly supports the board in the development of organisation strategy and will be highly credible and influential with the board and other key stakeholders.</li> <li>• Represents the organisation in the public arena and is a highly influential with key external audiences including the media, government departments and regulatory bodies.</li> <li>• Use their influencing ability to take a prominent role in leading major organisational initiatives and will use their personal impact to enlist support internally and externally.</li> </ul>	<b>6 7</b>