



Communications Competencies

Profile of Broad
Competencies across
the Discipline Area

Competence Area	Awareness	Skill	Mastery
Media Relations	Understanding of the media landscape and how to relate with practitioners and journalists	Ability to develop and implement an effective media strategy to resolve issues, drive campaigns or protect reputation	Ability to use the media to advance the agenda or build a long-term reputation for an institution, brand, initiative, business or organization
Internal Communications	Ability to develop a simple internal communications strategy and plan for a small or medium sized organization or business	Ability to develop and implement an effective intranet or internet supported internal communication structure and strategic plan with a detailed process & measurement mechanism.	Ability to develop and implement an internal communications structure and process across countries, regions that unlocks potential, delivers impact and efficiency with measurable results
Digital & Social Media	Ability to develop a basic website and social media strategy across platforms that helps to communicate the messaging and intent of an organization, entity or initiative	Understanding of social media platforms and ability to use each to implement targeted audience engagement, sales and brand building campaigns or behavioral change initiatives with measurable results	Ability to set the external influencing agenda and achieve overarching strategic and business objectives through an intuitive and data-supported use of website and social media platforms
Visual Communications	Understanding of the basics of visual storytelling. Ability to tell stories in videos, pictures and graphics and tailor to audience preference via various traditional and digital platforms (web, TV and social media)	Ability to ethically influence stakeholders and audiences through a thoughtful and tailored use of visuals tailored to audience mindset with measurable results	Ability to use visual communications to tell compelling stories that enable the business, brand, organization or entity to achieve their overall business and strategic objectives with measurable results

Competence Area	Awareness	Skill	Mastery
Project Management	Understanding of the basics of communications project management. Ability to support a project with supervision	Ability to manage a project (people and resources) effectively with minimal supervision	Ability to set up and coordinate complex projects across businesses, locations and countries in fulfillment of business and strategic objectives. (national/global/international)
Campaigns	Understanding of how to support a communications campaign	Ability to set up and deliver a targeted social or traditional campaign across physical, print and multi-media platforms with measurable business and strategic results	Ability to set and deliver an influencing and business or political impact agenda through multi-media campaigns cutting across diverse stakeholders and platforms in multiple locations across regions, countries and cultures.
Events Management	Ability to support events management with supervision	Ability to set up an event management plan and deliver effectively with minimal supervision	Ability to initiate, coordinate and deliver complex events of significant scope and impact across regions, countries and locations with massive audience impact and measurable results
Crisis Communications	Understanding of basic elements of crisis communication. (I.e. stakeholder mapping, holding statements, media monitoring, analysis and research). Ability to support a crisis response with supervision	Ability to lead a crisis communication response. Understanding of crisis management process, stakeholder mapping, media and social media response in a crisis context	Ability to set the agenda for an integrated crisis management and communications response that Effectively manages stakeholders, achieving de-escalation and sustainable resolution without damage to reputation

Competence Area	Awareness	Skill	Mastery
Public Relations	Understanding of the basic principles of public relations. I.e. brand, reputation management, stakeholder engagement etc	Ability to develop strategies that help to build positive relationships with key stakeholders in fulfilment of business and strategic objectives	Ability to set the agenda for achievement of the overall business, strategic or institutional objectives through the art and science of public relations, navigating complexity, stakeholder expectations and cultural differences with measurable results
Issues Management	Understanding of the basic principles of the issues identification and management process	Ability to develop and implement an issues identification and management process in an organization with tangible results in delivering an early warning system	Ability to increase organizational response and external efficiency by embedding a functional and effective IIM process that mitigates business and reputation risk and eliminates future liability. And achieves desired outcomes

Competence Area	Awareness	Skill	Mastery
Stakeholder Management	Understanding of the stakeholder management process	Ability to develop and deploy a stakeholder management process in support of projects, operations or strategic objectives	Ability to manage complex stakeholder relationships in support of the overarching objectives of an organization, business, brand or political interest service
Content Creation	Ability to create basic content for editorial and visual mediums in traditional and digital media	Ability to develop a targeted and effective content strategy that enables the business or brand to achieve its objectives in terms of sales, marketing, customer management or business delivery, policy advocacy, political voting etc	Ability to influence outcomes, drive behavioral change, build a brand, create widespread awareness and achieve long term business, political or strategic objectives through a targeted and intuitive use of content.