

Communication & Influence

Negative Indicators	1	2	3	4	5	Positive Indicators
Lacks clarity in when conveying ideas or when delivering communications to the wider business						Provides others with clear and unambiguous messages when conveying information
Does not present strategic messages effectively - lacks an ability to articulate the broader vision						Communicates messages succinctly - articulates where the business is heading
Fails to establish credibility and influence over others. Unable to 'influence without authority' when working with important stakeholders						Able to influence key stakeholders and partners - changes how people think and "sells the proposition"
Communications lack energy or passion. Lacks confidence or conviction when seeking to convey key messages						Demonstrates conviction and self-belief when engaging with others. "Brings it to life/makes it real" for others
Does not display effective presentation skills - low impact when working with large or challenging audiences						Able to present with credibility and authority - unfazed by large, senior or challenging audiences when conveying complex messages
Fails to deliver an effective outcome or a win-win outcome when negotiating						Negotiates effectively at a strategic level with key customers, partners and stakeholders
Does not display appropriate levels of energy when promoting services and products to a wider audience. Fails to highlight organisation's USPs						Communicates with passion - demonstrates enthusiasm when speaking about the business's services and products
Does not prepare effectively when seeking to convince others. Fails to consider potential objection or opposing perspectives						Develops convincing arguments and considers a range of differing perspectives. Builds their case effectively and develops counter-arguments
Relies on historical methods of communication. Does not seek to open-up new or alternative methods of engagement. May miss strategic opportunities due to reactive/staid approach						Considers their audience - adapts communication style/method/delivery approach accordingly. Ensures message is applicable for the audience
One-dimensional approach to presenting or influencing. Lacks the ability to flex own style and approach. Does not adapt to individual audiences or stakeholders						Initiates and develops strategic 'chains of command' with colleagues, as well as channels of communication with internal/external stakeholders