

# FULL SET OF COUNTRY FRAMEWORKS

## ARGENTINA

- To understand the social, economic, political, and cultural environment of the organisation/client and its business/activity and anticipate and predict different scenarios
- To generate long-term relationships with publics/stakeholders based on trust, effective communication and consensus, in order to rank the organisation as a responsible social actor
- To formulate communication strategies that contribute to the achievement of the organization's objectives (business, social or public policy objectives)
- To behave based on ethical principles, values of social inclusion and diversity
- To know how to negotiate, relate with empathy and persuasively, even at critical moments
- To know the state of the art of communication technologies, channels and platforms and how to use them
- To generate content across traditional and digital platforms and professional reports
- To recognize, manage and communicate the organization's identity and values in order to promote reputational asset
- To develop a continuing professional training throughout the entire career, enabling the professional to understand trends and anticipate changes
- To establish a reliable planning and evaluation system for measuring progress and meeting objectives
- To be flexible and adaptable to constant change and to pressure

## AUSTRALIA

CAPABILITY	SUB-CAPABILITY
<ul style="list-style-type: none"> <li>• Scanning, assessing and critically analysing the social and business environment to provide strategic insights (STRATEGIC ANALYSIS)</li> </ul>	Scan and assess the environment to provide insights
<ul style="list-style-type: none"> <li>• Conducting and interpreting formative and evaluative research to inform strategic decision-making. (RESEARCH AND EVALUATION)</li> </ul>	Develop instruments to measure and evaluate Undertake research Analyse and interpret research findings
<ul style="list-style-type: none"> <li>• Advocating and advising on ethical and legal communication practices, including questioning current practices (ETHICS AND GOVERNANCE)</li> </ul>	Advise ethical practice Question current practice Advocate on responsible action and communication
<ul style="list-style-type: none"> <li>• Analysing, identifying and negotiating with appropriate internal and external stakeholders on their communication needs. (STAKEHOLDER ENGAGEMENT)</li> </ul>	Map and identify stakeholders Listen, understand, analyse stakeholders' communication needs Develop stakeholder engagement strategy/ies
<ul style="list-style-type: none"> <li>• Demonstrating business acumen by aligning business objectives with societal expectations, and vice versa. (BUSINESS AND SOCIAL RESPONSIBILITY)</li> </ul>	Demonstrate business and financial acumen Consider business objectives vis a vis societal expectations
<ul style="list-style-type: none"> <li>• Planning, solving problems, and advising on creative, effective and appropriate use of communication messages and media platforms. (STRATEGIC AND CREATIVE COMMUNICATION)</li> </ul>	Plan and advise on creative solutions Advise on effective and appropriate use of communication messages and media platforms
<ul style="list-style-type: none"> <li>• Identifying appropriate responses to enhance organisational reputation and minimise risks. (REPUTATION MANAGEMENT)</li> </ul>	Identify opportunities to enhance reputation Provide advice on appropriate responses
<ul style="list-style-type: none"> <li>• Communicating with understanding and sensitivity to cultural values and beliefs in a connected world. (GLOBAL AND CULTURAL COMMUNICATION)</li> </ul>	Understand how communication may impact on stakeholders' cultural values and beliefs Consider and be sensitive to cultural values in communication messages
<ul style="list-style-type: none"> <li>• Identifying potential issues, risks and opportunities for the organisation. (RISK AND ISSUES MANAGEMENT)</li> </ul>	Identify and analyse key issues and risks for organisation. Advise on non/response strategy and implications.
<ul style="list-style-type: none"> <li>• Building and maintaining relationships through nuanced interpersonal communication, collaboration and teamwork. (RELATIONSHIP MANAGEMENT)</li> </ul>	Establish and maintain regular communication with key stakeholders. Engender listening opportunities across key actors. Enable collaboration and partnerships as appropriate.

## CANADA

- To align communication planning with strategy and purpose
- To apply critical thinking and problem solving to organizational issues
- To weigh evidence, tolerate ambiguity, act ethically and reflect the values that underpin public relations while adhering to professional codes and standards
- To manage relationships and build trust with stakeholders, internal and external
- To offer leadership in reputation management
- To conduct communication research and evaluation
- To provide valued counsel; be a trusted advisor
- To communicate effectively across a variety of platforms and technologies
- To provide contextual awareness
- To offer business leadership and acumen

## SINGAPORE

### Operational

Storytelling

Collecting and using data for

- planning
- decision making
- content creation
- assessment

Holistically using all communication channels

Making sense of the organization for 3<sup>rd</sup> parties

### Strategic

Aligning communication with the goals of the organization

Identifying issues

Forecasting change that will affect the organization

### Generic

Nurturing talent

Goal orientation

Project management

Cross-cultural management

Accountability

Applying principles of good governance

## SOUTH AFRICA

Capability
1. Building and maintaining a sustainable reputation for the organisation
2. Facilitating relationships with internal and external stakeholders
3. Expanding the locus of communication competence and add value to the organisation
4. Acting as objective counsellor for all stakeholders of the organisation
5. Conducting communication research, including environmental scanning
6. Practicing ethical and responsible communication
7. Demonstrating professional business communication skills (reading, writing, listening)
8. Equipping the organisation to be communicatively competent in addressing community issues and demands
9. Gathering intelligence – political, socio-economic, environmental – to deal with disruption
10. Co-creating content across traditional and digital platforms
11. Continuously self-developing – professionally and academically

## SPAIN

<p><b>A. To design communication strategic plans, aligned with organizational goals.</b></p> <ul style="list-style-type: none"><li>• To align communication objectives with organizational objectives</li><li>• To develop medium and long-term communications strategies</li><li>• To study and analyze stakeholders expectations, giving a real context to strategic decision making</li><li>• To analyze and develop a integrated communication (internal and external communication, reputation, branding, CSR...)</li><li>• To choose and execute communication actions that add value</li></ul>
<p><b>B. To support intangibles management, mainly culture, purpose, and values.</b></p> <ul style="list-style-type: none"><li>• To help the organization to define and to achieve its values and purpose (identity)</li><li>• To understand the corporate culture and its processes to achieve organizational goals</li><li>• To manage management key intangibles (brand, culture, sustainability)</li><li>• To understand the <i>written</i> and <i>unwritten</i> codes of corporate culture</li></ul>
<p><b>C. To analyze and read the social environment, in order to identify opportunities and avoid risks.</b></p> <ul style="list-style-type: none"><li>• To understand and to capitalize existing trends and changes in the environment</li><li>• To identify trends (socio-political and economic issues) in order to make better decisions</li><li>• To be able to listen organizational problems/opportunities from a communicative perspective</li></ul>
<p><b>D. To contribute to stakeholders relationships management.</b></p> <ul style="list-style-type: none"><li>• To structure and maintain the dialogue between organization and publics</li><li>• To contribute to manage conversations with stakeholders, that helps to make strategic decisions</li><li>• To research stakeholder's nature and to give analytic information to the senior managers</li><li>• To establish relationships' priorities and criteria</li></ul>

<p><b>E. To advise in terms of communication to the C-Suite, and contribute to the cohesion of the executive management team.</b></p> <ul style="list-style-type: none"> <li>• To be part of the executive management team that will help to build internal alliances within the organization</li> <li>• To be an informed advisor about changes in the environment</li> <li>• Ability to propel a dialogical management approach</li> </ul>
<p><b>F. To align teams and departments, to create synergies –internally and externally-, contributing to generate opportunities and avoid conflicts.</b></p> <ul style="list-style-type: none"> <li>• Ability to convince the board of directors, CEO about social changes</li> <li>• To encourage the transversal alignment between departments</li> <li>• To pass on goals and proposals according to responsibilities levels</li> <li>• To guide and to give advice to other organization members regarding different environments (global and local)</li> </ul>
<p><b>G. Decision-making and problem-solving abilities, and being oriented toward action</b></p> <ul style="list-style-type: none"> <li>• To be able to interpret reputational risks</li> <li>• To manage risks and crisis</li> <li>• To understand and solve problems and opportunities with communication plans</li> <li>• To understand the operational dimension of organizations</li> </ul>
<p><b>H. To build an organizational narrative that helps relationship stakeholders management for gaining a consistent organizational 'voice'.</b></p> <ul style="list-style-type: none"> <li>• Narrative creation for short and long-term that facilitates the participation of the organization and stakeholders internal and external</li> <li>• Be able to structure and present messages (internally and externally)</li> <li>• Transform the objectives of the organization into a true story (narrative) which adapts to different communication and public channels</li> </ul>
<p><b>I. To translate complex concepts and information into specific messages and communication activities.</b></p> <ul style="list-style-type: none"> <li>• To transform complex and detailed information into concise and clear messages</li> <li>• Be able to conceptualize creative proposals at the service of the organization</li> </ul>
<p><b>J. To generate content in traditional and digital media.</b></p> <ul style="list-style-type: none"> <li>• Generate content for diverse audiences and multi-platform without disassociating from corporate identity</li> <li>• Create platforms and channels that merge the organization with relevant individuals for the organization</li> <li>• Consistently integrate platforms and channels: traditional and digital</li> </ul>
<p><b>K. To measure, monitor and evaluate communication work/activities (metrics).</b></p> <ul style="list-style-type: none"> <li>• To track the results of communicative actions (multi-platform)</li> <li>• To establish a solid metrics system to effectively demonstrate the impact of communicative management</li> <li>• To perform analysis of the internal / external impacts of communication</li> </ul>
<p><b>L. To lead and manage multidisciplinary and multicultural teams.</b></p> <ul style="list-style-type: none"> <li>• Be able to lead well to involve, motivate and contribute to the teams</li> <li>• Be able to work by objectives</li> <li>• Professional and moral leadership to lead teams</li> </ul>
<p><b>M. Being creative for proposing innovative solutions and to promote organizational evolution/transformations.</b></p> <ul style="list-style-type: none"> <li>• Ability to promote a good work atmosphere: respect, harmony, and endeavor</li> <li>• To deploy professional work with a multicultural approach: different sensibilities</li> <li>• Be a promoter of organizational transformation processes</li> <li>• To analyze and detect business management needs</li> </ul>
<p><b>N. To manage personal competencies and attitudes: stress management, working under pressure, resilience, mental agility, empathy, good sense of humor, ability to continuous learning, autonomy, flexibility.</b></p>

## SWEDEN

### Strategic Communication Capabilities

- *Ability to analyze the environment and conditions for organizational operations and, based on this analysis, make an impact through a strategic communications strategy.*
- *Knowledge about the organizations business and core*

- *processes making it possible to manage and influence organizational decision-making and development.*
- *Develop communication strategies and communication plans linked to business objectives and effects*

Operational Capabilities

- *Train managers and staff in communication demands pedagogical skills, skills in facilitation and workshop methodology*
- *Provide advice on communications based on theory and experience*
- *Craftsmanship: Either through own production or by using other skilled producers.*

Generic Capabilities

- *Understand complex relationships and connections*
- *To create good relationships with people at different levels in the organization*
- *Ability to negotiate*

UNITED KINGDOM

<p>A. Planning communication in alignment with strategic purpose</p> <ul style="list-style-type: none"> <li>- You set clear communications objectives that are aligned to corporate objectives and then see them through</li> <li>- You frame organisational communication, outline central messages and act as an architect of communication</li> <li>- You understand how communications can – and cannot – help an organisation realise its objectives</li> </ul>
<p>B. Communicating effectively across traditional and digital channels</p> <ul style="list-style-type: none"> <li>- You identify and define appropriate, creative and original tactics and techniques of communication, using traditional and digital tools and techniques;</li> <li>- You have command of communication specialisms such as investor relations and understand the best performing channels for specific stakeholders</li> </ul>
<p>C. Creating written and visual content across traditional and digital platforms</p> <ul style="list-style-type: none"> <li>- You write or commission writing in a variety of styles and forms appropriate to different channels</li> <li>- You have or can source strong visual skills</li> </ul>

<ul style="list-style-type: none"> <li>- You synthesise complex concepts and convert them to simple, clear and relevant messages</li> </ul>
<p>D. Conducting formative and evaluative research to underpin communication strategies and tactics</p> <ul style="list-style-type: none"> <li>- You use research to understand situations before, during and after communication and relationship building activities</li> <li>- You manage research design, data management and analytics to improve communication outcomes</li> </ul>
<p>E. Maximising use of resources, including people, time and budgets</p> <ul style="list-style-type: none"> <li>- You organise yourself and other people, in a range of financial and time constraints</li> <li>- You plan and manage projects– at a strategic level as well as at an operational level</li> <li>- You ensure that the organisation values the contribution that employees make to its success</li> </ul>
<p>F. Providing and promote responsible leadership and governance</p> <ul style="list-style-type: none"> <li>- You help align the organisation’s aspirations with societal expectations;</li> <li>- You understand board-level capabilities, such as corporate governance, regulatory frameworks</li> <li>- You help the organisation define its values, behaviours, mission and vision</li> <li>- You influence others and gain support for your proposals, even when you don’t have direct operational responsibility</li> </ul>
<p>G. Acting as a trusted advisor</p> <ul style="list-style-type: none"> <li>- You combine long term continuity with the agility to manage crises</li> <li>- You offer strategic counsel to boards and ceos on creating long term shareholder and stakeholder value in the organisation</li> <li>- You advise management on organisational identity, image strategy and organisational behaviour</li> <li>- You help manage reputation and risk, particularly in crises</li> </ul>
<p>H. Exercising professional judgement and ethical standards</p> <ul style="list-style-type: none"> <li>- You practice emotional intelligence in complex situations</li> <li>- You challenge if a proposed action may be detrimental to others</li> <li>- You remain clear-headed in the midst of a range of commercial, political and personal agendas</li> <li>- You understand and apply ethical frameworks</li> </ul>
<p>I. Working collaboratively with stakeholders, internal and external</p> <ul style="list-style-type: none"> <li>- You manage relationships inside and outside the organisation; building and maintaining trust</li> </ul>

- You build conversations inside and beyond the institution
- You work with others, practicing dialogue and respect in communication
- You lead and inspire teams

**J. Developing self and others, including cpd**

- You maintain currency in your own field and awareness of related disciplines, through reading and research
- You take responsibility for your own continuous professional development, through training and education
- You participate in industry events and can represent the industry in public

**K. Gathering relevant intelligence, including environmental scanning**

- You see the bigger picture - socially, politically, technologically and economically - and how it relates to the organisation
- You identify strategic challenges, issues and trends)

## UNITED STATES OF AMERICA

**A. Analytical and critical thinking to interpret data and trends to help organizations to accomplish their communication goals.**

- To discern underlying patterns and meaning across a range of data
- To interpret data and trends that will help with shaping the organization's message

**B. Strategic planning, making decisions & implementing communications, based on strategic thinking**

- To understand business objectives and implement communication strategy to fulfill those objectives

**C. Communication expertise: ability to communicate effectively and understand impact and manage communication via internal and external channels**

- To communicate across all types of media
- Capable of intentionally guiding organizational communication efforts to the correct publics, audiences, constituents and/or target markets

**D. To work within an ethical framework on behalf of the organization**

- To be honest, ethical, committed, strategic, responsive, big-picture thinker

**E. Make an influence, adapt, and see the future in a changing environment**

- To see PR bigger than communications only, that it involves understanding and meaning-making of which communications is only a part

**F. To Build and manage relationships inside and outside the organization**

- To serve as integrator across the various functions of the organization
- To be able to successfully interact with individuals of wildly different personality types, interests and cultures.
- To work with lateral communication is vital



**G. To have a broad understanding of the global world and its diversity**

- To work within diverse legal frameworks globally
- To follow and understand people and events worldwide
- To anticipate global trends and prepare proactive strategies to address these trends

**H. To understand business operations and financial aspects of business**

- To successfully manage business imperatives of finances, employees and communities
- To be a salesman to successfully sell the plan and showcase the value of our craft

**I. To conduct successful research; understand and analyze all the data available.**

- Capable of understanding, conducting, and applying primary and secondary research on behalf of a client or issue

**J. To create and tell stories to engage and connect with the publics**

- To create content for social, print and broadcast applications
- Be able to share the organization's story

**K. To manage and solve problems/crises effectively and quickly**

- To serve as the primary source of crisis communications
- To communicate complex issues to others

**L. To know how to listen to each other**

**M. To better understand and utilize emerging media and technology**