

The IoIC Profession Map:

The global standards for the
internal communication profession.

Introduction

The global standards for the internal communication profession, the IoIC Profession Map encapsulates the vital role that internal communicators play in an organisation and describes the underpinning knowledge and skills required to fulfill that role.

The Profession Map standards set the benchmark for internal communication professionals and teams. It allows individuals to articulate the role of internal communication within organisations; to map skills and knowledge, identify gaps and create personal development plans; and to establish their career trajectory within the internal communication profession. The original Profession Map was released in 2016.

Internal communication teams can use the standards to identify skills and knowledge gaps within the function; assess current roles and responsibilities; and ensure the team is operating as per good practice guidance.

The standards are built upon six areas of activity and expertise, demonstrating the ways in which internal

communication is a distinct discipline with specific requisite knowledge and skills, and identifies four levels at which professionals might be operating within their organisation.

Finally, a range of behaviours have been identified which internal communication professionals should look to exhibit in order to be as effective as possible.

In consultation with its Professional Development Advisory Board - a group of internal communication professionals from a wide range of sectors and organisations, and with varied backgrounds – the IoIC undertakes regular reviews of the standards to ensure that the content remains reflective of the role that internal communicators play and recognising the rapid changes underway in organisational environments and the blurring of organisational boundaries.

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The core

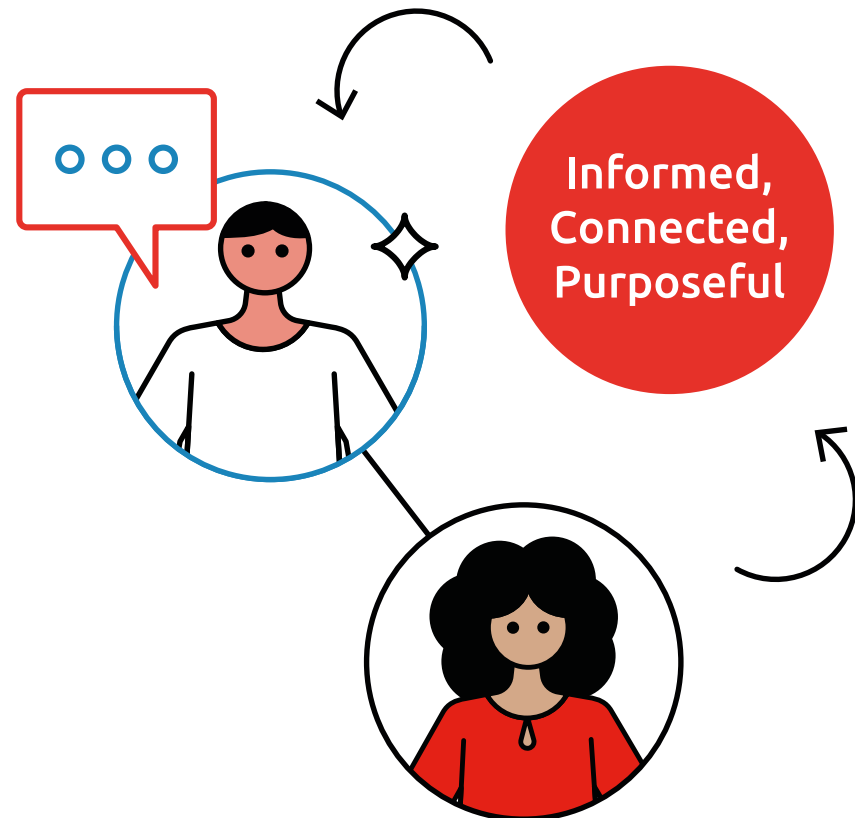
‘To enable people at work to feel informed, connected and purposeful in order to drive organisational performance.’

At the centre of the Profession Map is what the IoIC believes to be the core role of internal communication – to enable people at work to feel informed, connected and purposeful in order to drive organisational performance.

How we communicate at work has the power to transform working lives by helping people feel engaged and purposeful – that they matter at work - making for better organisations and a better society overall.

Successful internal communication creates an environment of mutual understanding. It forges connections between people, allowing them to perform at their best, both individually and collectively.

By striving to obtain the skills and knowledge required to effectively perform the indicative activities described in the Profession Map, and establishing themselves as credible professionals, the IoIC believes that all internal communication professionals will play a pivotal in supporting organisations achieve their objectives.



The profession areas

The six profession areas which make up the standards are:



The levels

Four distinct profession levels have been identified as part of the Profession Map, providing an indication of the activities and outputs that professionals at different stages of their internal communication career may be involved in or responsible for.

The IoIC recognises that organisations differ widely in the number of communication professionals that they employ and in the structure of internal communication departments and activities carried out. In practice, **individuals may incorporate activities from more than one level in their role.**

Level One: Delivering

Delivering high-quality communication materials, with a focus on content creation, potentially design and the day to day administration of communication channels/ infrastructure.

Level Two: Managing

Responsible for channel management, delivery, and evaluation; practical communication planning and providing advice to project teams and other stakeholders. Providing support to leaders and other colleagues in effective communication delivery and creating content which requires advanced skill and knowledge such as more complex, sensitive or change focused messaging.

Level Three: Strategically Advising

Working with business areas to advise on communication strategies and approaches; development of overall channel infrastructure and evaluation processes; and supporting leaders in becoming highly effective communicators.

Level Four: Leading

Working at a senior level to lead thinking on internal communication; ensuring communication strategies meet business needs and that effective communication is built into the fabric of the organisation.

The Profession Map captures key technical activities and the underpinning skills and knowledge required at each level to deliver those activities. The blend is likely to differ given specific organisational requirements. Dependent on remit, it is likely that individuals will also need core generic business knowledge and skills. These are likely to include:

- **Budgeting skills**
- **Leadership of teams**
- **Coaching and developing team members**
- **Continuous personal development**

These activities and skills do not form part of the standards as it is anticipated that these will be part of general personal development strategies within each organisation.

Using the Profession Map



As an individual

Individuals may like to use the Profession Map to:

Establish the level at which they are currently working

The role of the internal communicator may differ significantly depending on the organisation, organisational culture and size of the team, and individuals may find that they are involved in activities or require knowledge and skills from multiple levels. To establish the level which your role is most closely aligned to, start by reading the descriptions on the previous page and work out which one you most identify with. You may then wish to explore that level in more detail by examining the activities, skills and knowledge at that level in each area.

Assess their own knowledge, skills and capabilities and create a development plan

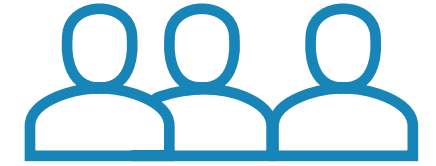
The standards maps typical activities at the different levels, together with the requisite knowledge and skills required to deliver these effectively. This will help you identify your current abilities and gaps and will be a useful reference point for performance appraisals and personal development plans.

Map out their career trajectory

Reading about the knowledge, skills and activities expected of an internal communication professional at different levels provides an opportunity to map out a long-term career goal, identify the areas in which you need to learn and develop and consider areas of internal communication practice which you might like to specialise in the future.

Articulate to colleagues the role of internal communication

Internal communicators are often frustrated by a lack of understanding or appreciation for what the internal communication function in an organisation does or is responsible for. The Profession Map is designed to reflect the role of internal communication and allows individuals to easily articulate the remit of their role to colleagues.



As a team

Internal communication teams may like to use the Profession Map to:

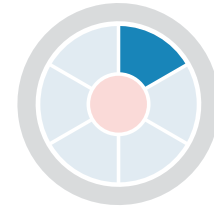
Identify knowledge and skills gaps within the team

Using the standards to map out the skills, knowledge and experience which exist within the internal communication team also allows for an opportunity to identify any gaps which exist and, subsequently, development opportunities which will ensure the team is operating against good practice advice.

Support requests for additional resource

The Profession Map has been designed using the insights and advice of internal communication practitioners across a range of organisations and sectors and the distribution of knowledge, skills and remit is reflective of combined good practice. The Profession Map can be used to help identify additional resource required to fill knowledge and skills gaps and enhance the value that internal communication can add to the organisation.

Strategy, Planning and Business Acumen



Combining strong business acumen with an understanding of people, in order to develop and implement communication strategies, plans and campaigns that benefit the organisation and people at all levels working within it.

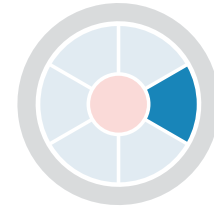
Indicative activities

Level 1	Level 2	Level 3	Level 4
<p>Execute tactical delivery of plans and ensure alignment with communication strategies, policies, plans, and calendar, raising any discrepancies with appropriate colleagues</p> <p>Ensure delivery of all plans/activities complies with ethical and legal requirements, raising any discrepancies or concerns with appropriate colleagues</p>	<p>Ensure that communication outputs align with the organisation's strategy</p> <p>Ensure that feedback/employee voice forms part of communication plans/campaigns</p> <p>Manage plans and campaigns to support communication strategies and which align with communication calendar</p> <p>Design component plans to support delivery of overall communication strategy as well as business as usual (BAU) communication plans</p> <p>Develop and deliver project plans e.g. for communication processes/events</p> <p>Ensure all planning adheres to good practice planning principles (e.g. SMART objectives) and to ethical/legislative requirements</p>	<p>Identify strategic challenges and develop local communication strategies as required, utilising analytical approach to include diagnosis of needs/current state</p> <p>Champion the importance of employee voice/inclusion/co-creation and evidence-based practice as part of strategies and plans</p> <p>Develop and oversee delivery of communication campaigns and plans as well as strategic plans to operationalise communication strategies</p> <p>Ensure communication consideration is integral to all business change programmes, providing advice and challenge</p> <p>Develop communication strategies to support local change and transformation activities</p> <p>Network and build relationships with key stakeholders to understand requirements</p> <p>Ensure that local strategies are aligned and inter-related with other people strategies/external communication strategies</p>	<p>Ensure all strategies/plans incorporate adherence to ethical and legal requirements</p> <p>Build relationships with senior business leaders and contribute to the development of organisational strategy e.g. via challenge</p> <p>Champion employee voice/inclusion/co-creation as an integral part of organisational strategy and plans</p> <p>Identify strategic challenges, develop organisational communication strategies as required to support change/transformation and other business needs and monitor to ensure effective delivery</p> <p>Build relationships with other strategic functions, ensuring that organisational level strategies are aligned: to include external communication strategies/other people strategies</p> <p>Develop and monitor implementation of high-level internal communication calendar</p> <p>Ensure overall internal communication infrastructure (including people, planning and processes) is fit for purpose</p> <p>Set and monitor overall communication standards and ensure compliance to ethical and legal requirements</p>

Knowledge and skills

Level 1	Level 2	Level 3	Level 4
<p>Awareness of external environment and business challenges/opportunities, commercial awareness</p> <p>Understand purpose and structure of business</p> <p>Understand basics of financial reporting</p> <p>Basic understanding of/ distinctions between:</p> <ul style="list-style-type: none"> a) Communication strategy b) Strategic planning (to deliver strategy) c) Business as usual planning d) Communication plans/campaigns e) Communication policies f) Communication calendars g) Project planning <p>Understanding of, and ability to, articulate the contribution that internal communication makes to fulfilment of business purpose and strategy</p> <p>Understanding of employee/audience perspectives and ensuring delivery of plans reflect these</p> <p>Knowledge and understanding of the organisation's strategy and the role of IC and the individual in supporting the achievement of the strategy</p>	<p>Depth of understanding of external environment and implications; commercial awareness</p> <p>Financial understanding</p> <p>Depth of understanding of specific business initiatives being supported</p> <p>Understanding of organisation's communication strategies and how to create strategic plans to operationalise</p> <p>Deep understanding of communication and project planning and ability to create and deliver effective plans and campaigns</p> <p>Understanding of people factors and how to incorporate into communication planning (e.g. incorporating diagnosis of current state, contribution of employee voice)</p> <p>Understanding of employee/audience perspectives and ensuring delivery of plans reflect these</p>	<p>Deep understanding of external environment including barriers, constraints, challenges and opportunities and organisational response</p> <p>Financial understanding</p> <p>In depth knowledge of organisational and local strategies and ability to align communication strategies</p> <p>Analytical mindset and ability to diagnose situations, research and apply knowledge, develop solutions and implement recommendations</p> <p>Understanding of different approaches to developing communication strategies</p> <p>Depth of understanding of relevant theory to underpin strategy development. To include:</p> <ul style="list-style-type: none"> a) Organisational culture and impact on communication b) Change theory including planned and emergent change c) Behaviour change d) Psychology of communication e) Communication implications of different demographics f) Connectivity and knowledge sharing g) Leadership and management style theory h) Likely impact of communication interventions/styles (from informing to co-creation) on outcomes i) Engagement and employee voice j) Distinctions between transactional and transformational engagement/change <p>Change management skills</p>	<p>Profound understanding of external environment, sector, and the ways in which the organisation derives and creates value</p> <p>Depth of understanding of organisational strategy and strategic options and ability to align overarching communication strategy</p> <p>High level of analytical, diagnostic and influencing ability, holistic perspective</p> <p>Depth of understanding of how to match overarching communication strategy to different types of change (e.g. planned, emergent)</p> <p>Depth of understanding of impact of organisation's social structure (organisational design) and communication implications</p> <p>Understanding of different models for communication function</p> <p>Depth and breadth of understanding of relevant theory as well as relevant external best practice</p> <p>Depth of change management skills</p> <p>Understanding of the role of other communicators within the organisation (e.g. unions, consultative mechanisms etc.)</p>

Understanding People and Cultures



Ensuring that communication approaches are appropriate to the organisational culture; building a deep, empathetic but evidence based understanding of people and their needs; helping to create an environment where employee voice and collaboration is part of the fabric of the organisation and where the contribution to success is recognised.

Indicative activities

Level 1	Level 2	Level 3	Level 4
<p>Create content that is appropriate for the organisation's culture and subcultures within it</p> <p>Conduct basic analysis of employee feedback for utilisation in forward planning (communication and business planning)</p> <p>Be tuned in to grassroots opinion/thinking (while aware of limitations of anecdotal feedback)</p> <p>Ensure that an understanding of people's needs and likely reactions underpins all communication activity</p> <p>Build relationships with stakeholders</p>	<p>Ensure communication plans and channels are appropriate, given organisational culture/subcultures</p> <p>Segment employee groups based on understanding of needs/subcultures</p> <p>Analyse data from internal social media, feedback and employee voice initiatives to inform understanding of employee perspectives and opinions and feed into communication and business planning</p> <p>Present employee feedback to project groups etc.</p> <p>Build communication network, including communication champions, within the organisation</p> <p>Provide communication support to BAU people initiatives within the organisation (e.g. well-being, diversity and inclusion, flexible working etc.)</p> <p>Support the development/maintenance of corporate culture via selection of stories/initiatives that promote and role model culture/desired values</p>	<p>Provide advice rooted in a depth of understanding about organisational culture/s</p> <p>Map power sources within the organisation to build relationships with key stakeholders</p> <p>Ensure change strategies and plans incorporate understanding of current state: people's perceptions, concerns and needs</p> <p>Champion opportunities for inclusion and co-creation into business plans where cultural fit allows</p> <p>Develop communication strategies for people initiatives involving change (e.g. well-being, diversity and inclusion, flexible working etc.)</p>	<p>Conduct analysis of organisational culture/s</p> <p>Articulate the components of the organisation's culture/s, challenge assumptions, build knowledge into communication strategies and plans</p> <p>Champion a culture that recognises the importance of employee voice/collaboration</p> <p>Ensure senior managers understand what people are thinking and feeling</p> <p>Create and oversee communication strategies for identifying and embedding desired corporate culture and ensure cultural considerations are built into change communication strategies</p> <p>Build robust approach to conducting and analysing employee feedback/making employee voice part of the fabric of the communication infrastructure</p> <p>Ensure that all strategies and plans incorporate an evidence-based understanding of people and their needs: challenging and advising</p> <p>Map and build relationships with/leverage power sources and influencers across the organisation</p>

Knowledge and skills

Level 1	Level 2	Level 3	Level 4
<p>Basic understanding of organisational culture theory e.g. difference between organisational and corporate culture</p> <p>Understanding of desired corporate culture</p> <p>Knowledge of the characteristics of organisational culture and implications for content creation</p> <p>Awareness of characteristics of different subcultures within the organisation and implications for content creation</p> <p>Basic understanding of diversity within the organisation and need to adapt content appropriately</p> <p>Ability to adapt writing style to meet the needs of different groups</p> <p>Basic understanding of communication needs of different national cultures (impact on language etc.)</p> <p>Understanding of employee voice feedback cycle and importance of completing feedback loops</p> <p>Understanding of the difference between formal research/feedback techniques and anecdotal feedback</p>	<p>Understanding of the practical implications of organisational culture and subcultures on planning and delivery of internal communication</p> <p>Depth of understanding of desired corporate culture and how to reinforce via communication techniques</p> <p>Detailed understanding of language implications of different national cultures</p> <p>Understanding of the relationship between different communication channels and organisational/local cultures</p> <p>Basic understanding of change and engagement theory (e.g. importance/role of employee voice)</p>	<p>Deep understanding of the implications of culture regarding communication infrastructure and ability to select appropriate options</p> <p>Understand the relationship between organisational culture, corporate culture and change</p> <p>Understanding the impact of leadership communication behaviour on organisational culture</p> <p>Depth of understanding of relevant theory and practical implications to include:</p> <ul style="list-style-type: none"> a) Organisational culture theory – including modernist and social constructivist approaches b) Cross-cultural theory (national culture) c) Sensemaking theory d) Relevant psychology, to include responses to change, resistance, psychology of decision making e) Neuroscience f) Employee engagement g) Leadership style h) Social structure of organisations i) Organisational power sources 	<p>Deep diagnostic and analytical abilities</p> <p>Deep understanding of relevant theory and ability to use it to champion appropriate responses and strategies at an organisation wide level</p> <p>Ability to identify appropriate communication infrastructure given organisational culture/subcultures</p> <p>High level of challenging and influencing skills</p> <p>Change management skills</p>

Creating and Curating Content and Conversation



Facilitate mutual understanding through creating an environment that encourages and supports meaningful conversations in all directions and enables effective collaboration. Creating coherent and purposeful messages which inform, inspire and drive action, and supporting stakeholders in effective message creation and dialogue/conversation.

Indicative activities

Level 1	Level 2	Level 3	Level 4
Creation of messages:			
<p>Write effective copy across a range of channels, adapting style to fit channel and ensuring alignment with corporate narrative</p> <p>Match tone and vocabulary to the needs of different groups</p> <p>Utilise digital channels (e.g. podcast/video) to capture content</p> <p>Edit copy submitted by others, ensuring appropriate style and tone</p> <p>Generate new ideas for content in line with communication strategy</p> <p>Interview others to elicit and share stories in line with communication strategy</p> <p>Work with colleagues to develop campaign materials in line with campaign objectives and brand guidelines</p> <p>Work effectively with external content and/or design suppliers</p> <p>Approve copy, following agreed processes</p>	<p>Distil key messages from corporate narrative</p> <p>Develop key messages to support campaigns/projects, ensuring alignment with corporate narrative</p> <p>Write more complex copy (e.g. sensitive, change focused)</p> <p>Manage the timely delivery of content</p> <p>Utilise storytelling techniques</p> <p>Produce briefs and manage relationship(s) with external content/design suppliers</p> <p>Develop and manage approval processes</p> <p>Develop crisis planning content</p> <p>Provide advice and feedback to stakeholders to support them in content creation</p>	<p>Articulate the corporate narrative, adapting as necessary for different organisational subcultures in a way that will elicit an emotional response</p> <p>Recommend and deliver innovative and creative communication campaigns</p> <p>Draft crisis planning content</p> <p>Sign off overall publication and business sensitive content</p> <p>Coach key stakeholders in effective content creation and conversation opportunities/techniques</p>	<p>Work with senior leaders to agree key components of the corporate narrative, ensuring alignment with external communication</p> <p>Coach senior leaders in the effective use of storytelling, rhetoric, and listening techniques</p> <p>Develop/manage crisis planning strategy and content</p> <p>Ensure a high standard of content across the communication function and leaders across the organisation</p>

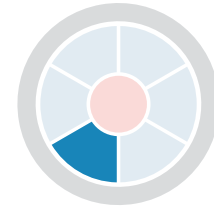
Supporting conversation and employee voice:

<p>Participate in/ moderate online conversations</p> <p>Supporting organisation/ delivery of remote/ digital interactive events (webinars, webcasts etc.)</p> <p>Supporting organisation/ delivery of face to face interactive events (small group meeting with senior managers, focus groups, roadshows, workshops conferences etc)</p> <p>Ensure compliance with content standards</p>	<p>Manage employee voice channels including social media: enabling and moderating of employee voice</p> <p>Enable and moderate employee voice via face to face and on-line channels</p> <p>Distil employee feedback from range of channels and feed back to leaders as appropriate</p> <p>Develop ideas to encourage conversation and connections across the organisation</p> <p>Build stakeholder relationships to encourage the sharing of knowledge across the organisation</p> <p>Utilise digital opportunities for user generated content (e.g. blogs/ podcasts/video etc)</p> <p>Monitor/distil feedback from upward/conversation-based channels, feeding into decision making areas as appropriate</p> <p>Monitor compliance with content standards</p>	<p>Monitor the internal environment to assess confidence in providing feedback and commitment to collaboration/knowledge sharing</p> <p>Ensure employee feedback is utilised effectively, promoting the appropriate use of consultation, involvement and co-creation approaches</p> <p>Develop strategies for building confidence/commitment to employee voice/knowledge sharing</p> <p>Encourage the use of storytelling as a communication technique at all levels</p> <p>Facilitate collaboration/knowledge sharing across the organisation</p> <p>Evaluate levels of employee voice/ collaboration knowledge sharing</p> <p>Supporting effective line management/leadership communication</p> <p>Ensure shared understanding of content standards</p>	<p>Champion the importance of creating an environment that encourages honest, effective and confident communication in all directions</p> <p>Provide senior leaders with the support to role model effective communication and listening</p> <p>Advocate the use of the full range of leadership communication styles: informing, engaging, consulting, involving and co-creating as appropriate</p> <p>Establish content standards that ensure compliance with legal and ethical requirements</p>
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Knowledge and skills

Level 1	Level 2	Level 3	Level 4
<p>Basic knowledge of organisational strategy, business context and corporate narrative</p> <p>Understand the distinctions between different categories of feedback/ employee voice: e.g. questions/clarification, temperature taking, consultation, inclusion, co-creation</p> <p>Basic understanding of finance and other business fundamentals (including those which are sector specific)</p> <p>Good grammar</p> <p>Journalistic skills: interviewing, writing, copy editing, proof reading</p> <p>Basic facilitation techniques: face to face and online</p> <p>Appropriate writing styles for different channels (print, digital)</p> <p>Ability to distil complex issues into simple plain English and to match language to readership, avoiding jargon</p> <p>Organisational moderation guidelines and approval processes</p> <p>Brand and design principles</p> <p>Basic understanding of video/podcast creation</p>	<p>Good level of business knowledge</p> <p>Communication planning at a project level</p> <p>Core principles of employee voice/ knowledge sharing</p> <p>Storytelling principles and use</p> <p>Core principles of communication of change</p> <p>Basics of rhetoric</p> <p>Basic principles of leadership communication styles and impact</p> <p>Crisis management principles</p> <p>Awareness of good practice approval processes</p> <p>Facilitation techniques</p> <p>Project management</p>	<p>In depth knowledge of business</p> <p>Principles of creating corporate narrative</p> <p>Understanding of organisational culture/subcultures and ability to adapt communication approaches</p> <p>Depth of understanding of storytelling, rhetoric, metaphor, and other language principles</p> <p>Communication coaching techniques</p> <p>Understanding and ability to apply principles of:</p> <ol style="list-style-type: none"> Sensemaking and communication psychology Engagement and employee voice Knowledge sharing/collaboration Psychology of change Discourse analysis Crisis communication <p>Understanding of role of line managers within communication mix; support required for effective line management communication; potential line management communication processes</p>	<p>General manager level of business knowledge</p> <p>Understanding leadership style theory</p> <p>Highly developed influencing skills</p> <p>PR principles and planning</p> <p>Skill in coaching on leadership communication styles/ approaches</p>

Channel and Community Management



Proficiency in development, delivery, management and evaluation of a channel infrastructure for effective multi-directional communication within the organisation, ensuring the optimum blend and use of face to face, written and digital channels to support business and people needs.

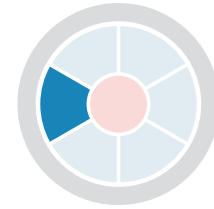
Indicative activities

Level 1	Level 2	Level 3	Level 4
<p>Create and share templates for channel use</p> <p>Plan the day to day delivery of content via different channels as per approved plan</p> <p>Share approved content via relevant channels as per plan</p> <p>Deliver day to day content via appropriate channels</p> <p>Day to day administration of individual channels</p> <p>Assist with management of events and communication processes (e.g. face to face, webinars)</p> <p>Assist with the implementation of new channels</p> <p>Monitor channel usage as per measurement strategy</p>	<p>Manage available channels and make recommendations regarding appropriate usage</p> <p>Appropriate utilisation of channels to include effective targeting of messages</p> <p>Facilitation of conversation to support multi directional dialogue</p> <p>Provide support to line managers to equip them for their role in channels</p> <p>Develop and introduce new channels in line with strategy, working with other disciplines as appropriate</p> <p>Build understanding of the role of other communicators (e.g. leaders) within the channels mix and ensure appropriate skills are in place</p> <p>Support auditing and measurement of existing channels</p> <p>Interpret employee feedback regarding individual channel effectiveness</p>	<p>Develop overall channel infrastructure for multi-directional communication up, down and across the organisation</p> <p>Monitor trends in technology/ the introduction of other potential channels and assess fit with culture and strategy</p> <p>Manage and continuously improve overall channel infrastructure, utilising insight from evaluation</p> <p>Monitor all conversation-based platforms to assess usage and identify issues e.g. cultural fit</p> <p>Support and provide advice to leaders at all levels regarding effective utilisation of channels</p> <p>Oversee the introduction of new channels and technologies, including relationships with suppliers and other departments</p> <p>Identify, address or escalate gaps in connections between functions</p> <p>Audit channel requirements to ensure they are fit for purpose</p> <p>Develop channel measurement strategy</p>	<p>Scan external environment, stay abreast of technology and channel developments and determine suitability for use</p> <p>Utilise metrics and insights to support business case for channel investment</p> <p>Advocate for, and achieve buy in of, effective channel usage at a senior level/promote visibility</p> <p>Lead on the strategy development, and measurement of, channel infrastructure that matches organisational culture and ensures an appropriate mix of rich and lean media</p> <p>Analyse organisational culture, identify behavioural changes required to facilitate effective multi-directional communication to meet business need</p> <p>Develop strategies to ensure effective use of multi-directional channels</p> <p>Draft and submit appropriate business case to senior stakeholders to secure commercial investment for channel and community development</p>

Knowledge and skills

Level 1	Level 2	Level 3	Level 4
<p>Purpose and benefits of face to face, written and digital channels</p> <p>Role of different directions of communication (up, down, lateral)</p> <p>Understanding of which channels are most appropriate to use when, and why</p> <p>Basic communication planning</p> <p>Basic principles of channel monitoring, and evaluation techniques e.g. coding of comments, basic analysis of quantitative data</p> <p>Design and brand principles</p>	<p>Good practice principles for the management of different channels/success criteria for each channel</p> <p>Communication planning at a project level</p> <p>Understanding of role of rich and lean media and when to use each</p> <p>Good practice principles for channel auditing/ evaluation</p> <p>Role of qualitative and quantitative research techniques</p> <p>Knowledge of range of employee voice channels and how to manage/utilise effectively</p> <p>Basic questionnaire design techniques</p> <p>Basic facilitation skills</p> <p>Supplier management</p> <p>Project management</p>	<p>Awareness of organisational culture: which channels will work most effectively in different environments and why</p> <p>Principles of an effective multi-directional communication infrastructure</p> <p>In depth understanding of role of rich and lean media and appropriate mix</p> <p>Awareness of user trends in technology/opportunities</p> <p>Role of line managers within communication mix and how to support them in becoming highly effective communicators</p> <p>How to create channels to support user generated content</p> <p>Principles of effective knowledge sharing, employee voice, employee silence</p> <p>Principles of social media and community management</p> <p>In depth understanding of auditing and evaluation techniques</p>	<p>Critical thinking</p> <p>Highly developed understanding of evaluation and research techniques</p> <p>In depth understanding of organisational and national cultures, principles of behaviour change</p> <p>Highly developed listening, influencing and coaching skills</p>

Conducting Research, Measuring and Demonstrating Value

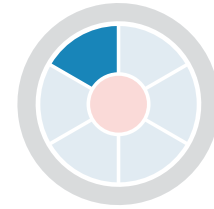


Utilise effective research, measurement and evaluation techniques to deliver meaningful insights and evidence and robustly demonstrate the value and impact of high standard internal communication, and to ensure communication approaches are underpinned by robust research into organisational need.

Indicative activities			
Level 1	Level 2	Level 3	Level 4
<p>Monitor dashboards to measure utilisation of channels and other activities</p> <p>Promote and maximise participation in feedback gathering initiatives</p> <p>Assist colleagues in the delivery of data gathering activities such as questionnaires and focus groups</p> <p>Distil feedback gathered via upward communication channels</p> <p>Engage with colleagues in order to gather anecdotal feedback</p> <p>Ensure compliance with research/evaluation standards</p>	<p>Identify targets and methodology for measuring communication plan objectives</p> <p>Develop measurement approach for communication channels</p> <p>Work with colleagues to design feedback gathering initiatives</p> <p>Conduct research activities e.g. focus groups</p> <p>Manage dashboards to measure engagement with channels and other activities</p> <p>Create content to communicate process of measurement/research activity to internal audiences</p> <p>Interpret data from measurement activities</p> <p>Support communication of measurement and research findings</p> <p>Ensure all communication interventions are evidence based</p> <p>Make recommendations (e.g. regarding channels, projects) based on interpretation of data</p> <p>Manage day to day relationship with external survey/research providers</p>	<p>Specify communication measurement/research requirements</p> <p>Specify measurement/research methodology</p> <p>Undertake/commission research</p> <p>Analyse findings of measurement/research activities</p> <p>Draw meaningful insights from analysis of data</p> <p>Make recommendations for improvements based on analysis of data</p> <p>Identify organisational data that provides relevant insight (e.g. attrition rates, exit data, performance data, customer service data etc.)</p> <p>Use data and insights from research and measurement to influence decision makers</p>	<p>Develop overall measurement and evaluation strategy</p> <p>Ensure all communication interventions to support business need are evidence based</p> <p>Utilise range of evaluation techniques to assess value of internal communication</p> <p>Undertake/commission research to identify root causes of communication issues</p> <p>Utilise outcomes of research and measurement to influence at senior level</p> <p>Monitor trends in research, data science, measurement and analytics to inform evaluation approach</p> <p>Commission and brief external survey/research/data suppliers</p> <p>Utilise listening to communicate insights from people to senior leadership and ensure appropriate action is taken</p> <p>Establish research/evaluation standards that meet ethical and legal requirements</p>

Knowledge and skills			
Level 1	Level 2	Level 3	Level 4
<p>Basic measurement principles and methods</p> <p>Distinctions between feedback, measurement, research and evaluation</p> <p>Basic coding skills to support analysis of qualitative data</p> <p>Basic ability to present quantitative data via creation of charts etc.</p> <p>Understand research and evaluation standards</p>	<p>Role of qualitative and quantitative research: when each is appropriate</p> <p>Ability to conduct qualitative research e.g. focus groups</p> <p>Awareness of data analytical tools and measurement models and their value</p> <p>How to create meaningful targets</p> <p>How data can be used to demonstrate value of IC</p> <p>Options for presenting data and reporting findings</p>	<p>Methodological approaches/options and benefits to include sampling methods, research design and collection, data analysis</p> <p>Understand validity and reliability in research and ensure methodological approach allows for both</p> <p>Analytical skills: interpretation of results and development of recommendations</p> <p>Range and relevance of organisational data and how to apply</p> <p>Ability to anticipate likely psychological responses when presenting results utilising change psychology</p> <p>Understand research and evaluation standards and underpinning ethical/legal requirements</p>	<p>Awareness of limitations and benefits of utilising benchmarks and models</p> <p>Advanced analytical and strategic skills</p> <p>Basic principles of data science</p> <p>Understanding deductive and inductive approaches and when to use each</p> <p>Understanding of ethical/legal requirements when undertaking research</p>

Influencing and Advising



Deploying influencing skills when making recommendations regarding internal communication through effective stakeholder relationships; transferring knowledge to equip others across the organisation to adopt highly effective internal communication practices; and being seen as a trusted advisor.

Indicative activities			
Level 1	Level 2	Level 3	Level 4
<p>Provide advice to colleagues regarding good practice IC</p> <p>Give effective feedback on written copy and writing styles</p> <p>Ensure good working relationships to gain support e.g. for organisation of events and activities</p>	<p>Forge and develop internal working relationships across functions and levels</p> <p>Support project teams and other customers with communication advice and planning</p> <p>Use stakeholder mapping to understand needs of different groups and use to influence decisions on communication approaches</p> <p>Recommend the appropriate channel for different messages/audiences</p> <p>Provide constructive feedback on communication content/activities generated by others</p> <p>Support line managers in becoming effective communicators</p>	<p>Act as trusted advisor to colleagues, including senior leaders, being a sounding board and providing advice, coaching and constructively challenging as appropriate</p> <p>Develop internal relationships and alliances with other functions to ensure alignment of strategy and delivery</p> <p>Embed effective line management communication and provide supporting resources and activities</p> <p>Develop and utilise stakeholder maps to influence gaining support and decision making</p> <p>Provide effective feedback and coaching regarding key communication skills (for line managers and leaders at all levels)</p>	<p>Participate in strategic conversations as a member of the senior leadership team</p> <p>Act as a trusted advisor to the most senior leaders</p> <p>Act as the conscience of the organisation: challenging appropriately based on evidence-based understanding of employee needs/perspectives</p> <p>Advocate and lead thinking on the impact of effective internal communication on organisational performance</p> <p>Embed communication skills as integral to leadership and line management behaviour</p> <p>Role model leadership behaviour, working effectively with other key functions and addressing gaps</p> <p>Provide feedback, challenge and coaching regarding leadership communication style to senior leaders</p> <p>Proactively highlight potential issues or gaps in connections/knowledge sharing, assess root causes and recommend solutions</p> <p>Establishing and upholding standards of honesty and respect</p>

Knowledge and skills			
Level 1	Level 2	Level 3	Level 4
<p>Basic knowledge of the organisation, including external context</p> <p>Listening skills</p> <p>Principles of journalism/good writing techniques</p> <p>Understanding of channels and principles of good communication</p> <p>Basic influencing skills/ability to give constructive feedback</p> <p>Understanding of the role of different functions in the organisation</p>	<p>Business understanding/acumen and commercial awareness</p> <p>Communication planning</p> <p>Stakeholder mapping</p> <p>Role and purpose of different channels</p> <p>Skill in providing objective and constructive feedback</p> <p>Influencing skills to include understanding the impact of different communication styles (inform, engage, consult, involve, co-create)</p> <p>Engagement techniques/identification of appropriate channel and messaging to achieve purpose</p> <p>Leadership communication principles and styles</p> <p>Awareness of the importance of evidence-based advice</p>	<p>High level of commercial awareness</p> <p>Power sources and structures within the organisation</p> <p>Ability to build relationships at all levels and have a partnership mindset</p> <p>Stakeholder management</p> <p>Communication strategy and alignment with other strategies: interdisciplinary working</p> <p>Cross-cultural understanding</p> <p>Highly developed influencing skills</p> <p>Ability to distil relevant theory and present simple and relatable recommendations</p> <p>Coaching regarding communication skills and competence</p> <p>Skills in utilisation of data and evidence including communication evaluation activity to develop and support advice</p>	<p>Highly developed commercial awareness combined with strategic thinking</p> <p>Personal leadership skills</p> <p>Psychology of decision making</p> <p>Advanced influencing skills</p> <p>Ability to develop alliances with other functions</p> <p>Highly developed analytical skills and ability to utilise organisational evidence to support advice</p> <p>Understanding of power sources within organisation and political implications</p>

Behaviours

Listening

Utilises active listening techniques when speaking to colleagues across the organisation, and leverages opportunities via employee voice initiatives embedded throughout the organisation, to build a reflective picture of how people are feeling which allows for appropriate actions and interventions.

Empathetic

Able to recognise, understand and appreciate other peoples' emotions, perspectives and situations and demonstrate the importance placed upon these.

Tenacious

Remains determined and strong hold in principle, position and course of action, whilst being open to constructive challenge.

Analytical

Uses data and evidence-based insights to inform decisions and, make suitable recommendations, challenge and provide advice.

Creative

Challenges the status quo by offering imaginative and innovative solutions and approaches which are in line with, and tailored to, the needs of the organisation.

Empowering

Encourages others around them by providing advice and support which enables them to communicate effectively themselves.

Adaptable

Able to adjust ways of working – with people or on projects – and remaining flexible in varying situations.

Trustworthy

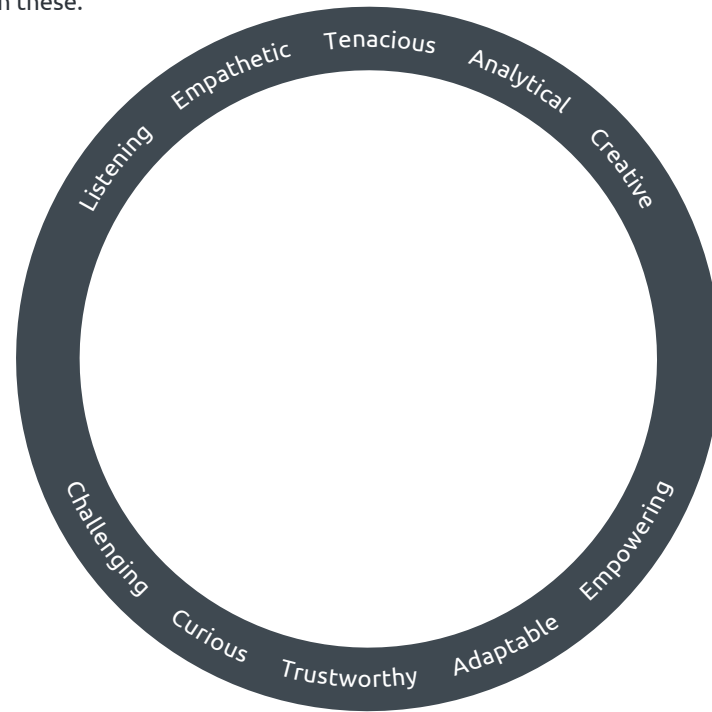
Demonstrates their ability to be trusted by colleagues across the organisation by ensuring that all information is managed ethically, honestly and accurately.

Curious

Consistently maintains a desire to learn and remains open to new approaches in line with the organisation's culture and subcultures.

Challenging

Uses evidence and reason, built on a strong foundation of knowledge and skills, to confidently questions current thinking which allows for positive change.



Professional Development Planning

We've created the template below to support you the creation of a professional development plan based on the Profession Map standards.

Comments and reflections				
Target completion date				
Target review date				
My success criteria				
The resource/ support I will need				
The action I will take in order to develop				
The skill / knowledge / activity / behaviour I need to develop				

