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
<table>
<thead>
<tr>
<th>CAPABILITY</th>
<th>SUB-CAPABILITY</th>
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<tbody>
<tr>
<td>• Scanning, assessing and critically analysing the social and business</td>
<td>Scan and assess the environment to provide insights</td>
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<tr>
<td>environment to provide strategic insights (STRATEGIC ANALYSIS)</td>
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<tr>
<td>• Conducting and interpreting formative and evaluative research to</td>
<td>Develop instruments to measure and evaluate</td>
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<tr>
<td>inform strategic decision-making. (RESEARCH AND EVALUATION)</td>
<td>Undertake research</td>
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<tr>
<td>• Advocating and advising on ethical and legal communication practices,</td>
<td>Advise ethical practice</td>
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<tr>
<td>including questioning current practices (ETHICS AND GOVERNANCE)</td>
<td>Question current practice</td>
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<tr>
<td>• Analysing, identifying and negotiating with appropriate internal and</td>
<td>Map and identify stakeholders</td>
</tr>
<tr>
<td>external stakeholders on their communication needs. (STAKEHOLDER</td>
<td>Listen, understand, analyse stakeholders’ communication needs</td>
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<tr>
<td>ENGAGEMENT)</td>
<td>Develop stakeholder engagement strategy/ies</td>
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<tr>
<td>• Demonstrating business acumen by aligning business objectives with</td>
<td>Demonstrate business and financial acumen</td>
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<tr>
<td>societal expectations, and vice versa. (BUSINESS AND SOCIAL RESPONSIBILITY)</td>
<td>Consider business objectives vis a vis societal expectations</td>
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<tr>
<td>• Planning, solving problems, and advising on creative, effective and</td>
<td>Plan and advise on creative solutions</td>
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<tr>
<td>appropriate use of communication messages and media platforms.</td>
<td>Advise on effective and appropriate use of communication messages and media</td>
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<tr>
<td>(STRATEGIC AND CREATIVE COMMUNICATION)</td>
<td>platforms</td>
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<tr>
<td>• Identifying appropriate responses to enhance organisational reputation</td>
<td>Identify opportunities to enhance reputation</td>
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<tr>
<td>and minimise risks. (REPUTATION MANAGEMENT)</td>
<td>Provide advice on appropriate responses</td>
</tr>
<tr>
<td>• Communicating with understanding and sensitivity to cultural values and</td>
<td>Understand how communication may impact on stakeholders’ cultural values and</td>
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<tr>
<td>beliefs in a connected world. (GLOBAL AND CULTURAL COMMUNICATION)</td>
<td>Consider and be sensitive to cultural values in communication messages</td>
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<tr>
<td>• Identifying potential issues, risks and opportunities for the</td>
<td>Identify and analyse key issues and risks for organisation.</td>
</tr>
<tr>
<td>organisation. (RISK AND ISSUES MANAGEMENT)</td>
<td>Advise on non/response strategy and implications.</td>
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<tr>
<td>• Building and maintaining relationships through nuanced interpersonal</td>
<td>Establish and maintain regular communication with key stakeholders.</td>
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<tr>
<td>communication, collaboration and teamwork. (RELATIONSHIP MANAGEMENT)</td>
<td>Engender listening opportunities across key actors.</td>
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<td></td>
<td>Enable collaboration and partnerships as appropriate.</td>
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</tbody>
</table>
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 3rd 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**

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

**SPAIN**

**A. To design communication strategic plans, aligned with organizational goals.**
- To align communication objectives with organizational objectives
- To develop medium and long-term communications strategies
- To study and analyze stakeholders expectations, giving a real context to strategic decision making
- To analyze and develop an integrated communication (internal and external communication, reputation, branding, CSR...)
  - To choose and execute communication actions that add value

**B. To support intangibles management, mainly culture, purpose, and values.**
- To help the organization to define and to achieve its values and purpose (identity)
- To understand the corporate culture and its processes to achieve organizational goals
- To manage communication key intangibles (brand, culture, sustainability)
- To understand the written and unwritten codes of corporate culture

**C. To analyze and read the social environment, in order to identify opportunities and avoid risks.**
- To understand and to capitalize existing trends and changes in the environment
- To identify trends (socio-political and economic issues) in order to make better decisions
- To be able to listen organizational problems/opportunities from a communicative perspective

**D. To contribute to stakeholders relationships management.**
- To structure and maintain the dialogue between organization and publics
- To contribute to manage conversations with stakeholders, that helps to make strategic decisions
- To research stakeholder’s nature and to give analytic information to the senior managers
- To establish relationships’ priorities and criteria
**E. To advise in terms of communication to the C-Suite, and contribute to the cohesion of the executive management team.**
- To be part of the executive management team that will help to build internal alliances within the organization
- To be an informed advisor about changes in the environment
- Ability to propel a dialogical management approach

**F. To align teams and departments, to create synergies – internally and externally – contributing to generate opportunities and avoid conflicts.**
- Ability to convince the board of directors, CEO about social changes
- To encourage the transversal alignment between departments
- To pass on goals and proposals according to responsibilities levels
- To guide and to give advice to other organization members regarding different environments (global and local)

**G. Decision-making and problem-solving abilities, and being oriented toward action**
- To be able to interpret reputational risks
- To manage risks and crisis
- To understand and solve problems and opportunities with communication plans
- To understand the operational dimension of organizations

**H. To build an organizational narrative that helps relationship stakeholders management for gaining a consistent organizational ‘voice’**.
- Narrative creation for short and long-term that facilitates the participation of the organization and stakeholders internal and external
- Be able to structure and present messages (internally and externally)
- Transform the objectives of the organization into a true story (narrative) which adapts to different communication and public channels

**I. To translate complex concepts and information into specific messages and communication activities.**
- To transform complex and detailed information into concise and clear messages
- Be able to conceptualize creative proposals at the service of the organization

**J. To generate content in traditional and digital media.**
- Generate content for diverse audiences and multi-platform without disassociating from corporate identity
- Create platforms and channels that merge the organization with relevant individuals for the organization
- Consistently integrate platforms and channels: traditional and digital

**K. To measure, monitor and evaluate communication work/activities (metrics).**
- To track the results of communicative actions (multi-platform)
- To establish a solid metrics system to effectively demonstrate the impact of communicative management
- To perform analysis of the internal / external impacts of communication

**L. To lead and manage multidisciplinary and multicultural teams.**
- Be able to lead well to involve, motivate and contribute to the teams
- Be able to work by objectives
- Professional and moral leadership to lead teams

**M. Being creative for proposing innovative solutions and to promote organizational evolution/transformations.**
- Ability to promote a good work atmosphere: respect, harmony, and endeavor
- To deploy professional work with a multicultural approach: different sensibilities
- Be a promoter of organizational transformation processes
- To analyze and detect business management needs

**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.**

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**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**

A. Planning communication in alignment with strategic purpose

- You set clear communications objectives that are aligned to corporate objectives and then see them through
- You frame organisational communication, outline central messages and act as an architect of communication
- You understand how communications can – and cannot – help an organisation realise its objectives

B. Communicating effectively across traditional and digital channels

- You identify and define appropriate, creative and original tactics and techniques of communication, using traditional and digital tools and techniques;
- You have command of communication specialisms such as investor relations and understand the best performing channels for specific stakeholders

C. Creating written and visual content across traditional and digital platforms

- You write or commission writing in a variety of styles and forms appropriate to different channels
- You have or can source strong visual skills
- You synthesise complex concepts and convert them to simple, clear and relevant messages

D. Conducting formative and evaluative research to underpin communication strategies and tactics
- You use research to understand situations before, during and after communication and relationship building activities
- You manage research design, data management and analytics to improve communication outcomes

E. Maximising use of resources, including people, time and budgets
- You organise yourself and other people, in a range of financial and time constraints
- You plan and manage projects—both at a strategic level as well as at an operational level
- You ensure that the organisation values the contribution that employees make to its success

F. Providing and promote responsible leadership and governance
- You help align the organisation’s aspirations with societal expectations;
- You understand board-level capabilities, such as corporate governance, regulatory frameworks
- You help the organisation define its values, behaviours, mission and vision
- You influence others and gain support for your proposals, even when you don’t have direct operational responsibility

G. Acting as a trusted advisor
- You combine long term continuity with the agility to manage crises
- You offer strategic counsel to boards and CEOs on creating long term shareholder and stakeholder value in the organisation
- You advise management on organisational identity, image strategy and organisational behaviour
- You help manage reputation and risk, particularly in crises

H. Exercising professional judgement and ethical standards
- You practice emotional intelligence in complex situations
- You challenge if a proposed action may be detrimental to others
- You remain clear-headed in the midst of a range of commercial, political and personal agendas
- You understand and apply ethical frameworks

I. Working collaboratively with stakeholders, internal and external
- You manage relationships inside and outside the organisation; building and maintaining trust
- 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