# Critical Core Skills (CCS) Reference Document

## CCS Category
- Interacting with Others

## CCS
- Influence

## CCS Description
Influence behaviours, beliefs or attitudes in order to achieve desired outcomes and solutions

## CCS Proficiency Description

<table>
<thead>
<tr>
<th>CCS Proficiency Description</th>
<th>Basic</th>
<th>Intermediate</th>
<th>Advanced</th>
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</thead>
<tbody>
<tr>
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<td>CCS-IFL-B001-1</td>
<td>CCS-IFL-I001-1</td>
<td>CCS-IFL-A001-1</td>
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<tr>
<td>Demonstrate empathy to understand the feelings and actions of others and communicate in ways that limit misunderstandings and influence others on operational issues</td>
<td>Develop relationships with stakeholders to build confidence, alignment and communicate desired purpose, goals or objectives</td>
<td>Build consensus with stakeholders to achieve desired outcomes on matters of strategic importance</td>
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### Knowledge
- Diversity dimensions and preferences
- Emotional intelligence dimensions
- Listening techniques
- Problem solving techniques
- Types of communication channels and tools
- Verbal and non-verbal communication techniques
- Knowledge sharing methods and tools
- Questioning techniques
- Types of networks
- Verbal and non-verbal signals
- Stakeholder analysis techniques
- Strategies to develop trust
- Interpersonal communication techniques
- Communication styles
- Persuasion methods
- Techniques for analysing audience reactions
- Collaboration techniques
- Goal or purpose setting strategies
- Strategies to drive behaviour change
- Negotiation strategies
- Motivation theories
- Types of social, political, economic and cultural factors which impact stakeholder relationships
- Stakeholder dynamics
- Stakeholder management strategies
- Storytelling techniques
- Conflict management strategies

### Abilities
- Develop a clear understanding of purpose and desired goals or outcomes
- Analyse stakeholder responses and interactions to understand needs
- Encourage stakeholders to share views and opinions to enable an understanding of different perspectives
- Appreciate nuances and impact of diversity dimensions and cultural backgrounds when interacting with stakeholders
- Communicate to stakeholders in a manner which encourages open conversations and reduces potential misunderstandings
- Adapt personal style to demonstrate empathy and enable the communication of desired goals
- Ask questions to understand stakeholders’ responses or potential issues
- Identify stakeholders and networks that are critical in meeting desired goals and objectives
- Integrate different stakeholders into the decision making process to garner their support
- Utilise combinations of logic, conviction and interpersonal skills when communicating desired goals and objectives
- Align ideas and plans with relevant stakeholders to build ownership and garner buy-in
- Ensure I decisions made are supported with relevant experience, facts and knowledge
- Articulate pros and cons behind decisions taken and proposed to build confidence amongst stakeholders
- Present findings and thoughts in an open and flexible manner
- Escalate issues to senior stakeholders if own efforts to enlist support have not succeeded
- Establish alignment among different stakeholders’ needs and objectives to achieve intended outcomes
- Establish key stakeholder relationships to ensure goals and objectives are achieved
- Share strategic insights in a manner that addresses the issues and interests of relevant stakeholders
- Evaluate compromises to gain commitment from relevant stakeholders
- Endorse win-win solutions that benefit all parties involved
- Anticipate objections and challenges that potentially impact desired results
- Negotiate issues that impact long-term strategic objectives