

**SKILLS FRAMEWORK FOR RETAIL  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	Personal Management and Development					
<b>TSC</b>	Personal Effectiveness					
<b>TSC Description</b>	Demonstrate self-awareness and commit to personal development by capitalising individual strengths and seeking ways to address weaknesses					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
			<b>RET-PMD-3005-1.1</b>	<b>RET-PMD-4005-1.1</b>	<b>RET-PMD-5005-1.1</b>	<b>RET-PMD-6005-1.1</b>
			Review one's performance to identify strengths and limitations of professional competence and management practices and seek opportunities to develop skills and knowledge required of work roles	Undertake self-assessment in relation to one's performance and leadership style, evaluate current and future requirements of one's work roles and maintain currency of knowledge in required areas of technical and managerial expertise	Apply emotional intelligence, use opportunities for reflection on one's work performance and leadership style and display effective communication techniques and behaviours that demonstrate the organisation's values and ethics	Demonstrate mastery of concepts and approaches relating to personal effectiveness including effective communication, persuasion, stakeholder influence and decision-making
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to team communication, development of professional competence and decision-making within the team</li> <li>• Organisational policies and procedures relating to communication at all levels within the organisation and development of professional competence</li> <li>• Implications and impact of decision-making processes on employees and the organisation</li> <li>• Types of communication styles practiced at the workplace</li> <li>• Statistical analysis skills to support decision-making processes</li> </ul>	<ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to organisational communication and decision-making</li> <li>• Organisational policies and procedures relating to organisational communication and development of professional competence</li> <li>• Relationship between high level strategies and the development and implementation of business plans and processes at departmental level</li> <li>• Types of decision-making models, methods and techniques</li> <li>• Implications and impact of communication processes on stakeholders</li> <li>• Implications and impact of one's leadership style and capabilities on employees and the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to organisational communication, decision-making and personal conduct at the workplace</li> <li>• Organisational policies and procedures relating to organisational communication and development of professional competence</li> <li>• Implications and impact of organisational communication processes on stakeholders</li> <li>• Implications and impact of own leadership style and capabilities on employees and the organisation</li> <li>• Relationship between high-level organisational strategies and the development and implementation of business plans and processes at business units or divisional level</li> <li>• Underlying issues and trends that may affect decision-making by</li> </ul>	<ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to organisational communication</li> <li>• Relevant professional or industry codes of practice and standards guiding the definition of values and behaviours</li> <li>• Relationship between high-level organisational strategies and the development and implementation of business plans and processes at business units or divisional level</li> <li>• Implications and impact of organisational communication processes on stakeholders</li> <li>• Implications and impact of decision-making processes on employees and the organisation</li> <li>• Market trends and developments in relation to communication techniques and channels</li> <li>• Underlying issues and trends that may affect stakeholders' decision-</li> </ul>

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					stakeholders	making
<b>Abilities</b>			<ul style="list-style-type: none"> <li>• Seek comments and feedback to ensure messages are received and understood</li> <li>• Explain organisation's strategies and Standard Operating Procedures (SOP) to team members to facilitate decision-making processes</li> <li>• Work with team to develop, assess and select most appropriate decisions to meet team and organisational objectives based on success rate and risk factor considerations</li> <li>• Address barriers to communication to improve team collaboration and effectiveness</li> <li>• Use appropriate communication styles and verbal and non-verbal cues to communicate ideas and concepts in the workplace</li> <li>• Maintain communication and engagement with team members and supervisor to identify new and emerging areas of professional practice</li> </ul>	<ul style="list-style-type: none"> <li>• Use appropriate methods of communication to delegate responsibilities and duties to team leaders</li> <li>• Seek feedback from team leaders to enhance team cohesion and ensure common understanding of goals and requirements</li> <li>• Model effective communication techniques and behaviours to demonstrate organisational values and ethics</li> <li>• Contribute to the development of implementation plans to support strategic priorities and facilitate decision-making processes to garner support for the implementation plans</li> <li>• Address barriers to communication to improve collaboration and effectiveness when working with team leaders</li> <li>• Influence team leaders to pursue actions to support the achievement of the organisation's strategic priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Use appropriate methods of communication to promote the organisation</li> <li>• Encourage and display effective communication techniques and behaviours to demonstrate the organisation's values and ethics</li> <li>• Work with the leadership team to develop plans to achieve strategic priorities and directions of the organisation</li> <li>• Collaborate with stakeholders to develop communication channels and enhance organisational communication</li> <li>• Influence stakeholders to pursue actions which support the achievement of the organisation's strategic priorities and directions</li> <li>• Maintain integrity of self throughout the decision-making processes to meet requirements on organisational code of conduct</li> <li>• Demonstrate alignment between personal ethics and values and those of the organisation to develop one's leadership style</li> <li>• Maintain awareness and understanding of the skills and knowledge of colleagues and competitors to identify professional development opportunities for self</li> </ul>	<ul style="list-style-type: none"> <li>• Lead stakeholders to develop strategic priorities for organisational communication</li> <li>• Promote the organisation using appropriate communication channels</li> <li>• Communicate decisions and ensure they are implemented accordingly to meet intended business outcomes</li> <li>• Review effectiveness of organisational communication to identify areas for improvement</li> <li>• Seek and encourage inputs from senior management and technical experts to develop innovative approaches and responses to emerging issues</li> <li>• Lead the communication of organisational strategic priorities, directions and plans to stakeholders to influence and garner their support and buy-in</li> <li>• Maintain integrity of self and organisation throughout decision-making and problem-solving processes in accordance to organisational code of conduct</li> <li>• Maintain awareness of market trends and organisational environment to lead appropriate strategic responses</li> </ul>