

CBI Skills Framework

Managing & leading others

The ability to manage and lead others collaboratively, inclusively and inspirationally to create a high-performance culture within the CBI

Communication

The ability to effectively tailor messages for the purpose and audience and use the best tools available to communicate them

Planning & organisation

The ability to plan and organise work in the most efficient and effective way possible, flexing to re-prioritise where necessary, getting things done on time and to the required standard

Research & using information

The ability to source relevant data or information and take sense and meaning from it to inform work and business decisions

Interpersonal

The ability to interact with others positively and constructively to support completion of work

Strategic & business thinking

The appreciation and understanding of business and the wider environment businesses operate in; using this as context to think conceptually and resourcefully to plan for achieving objectives.

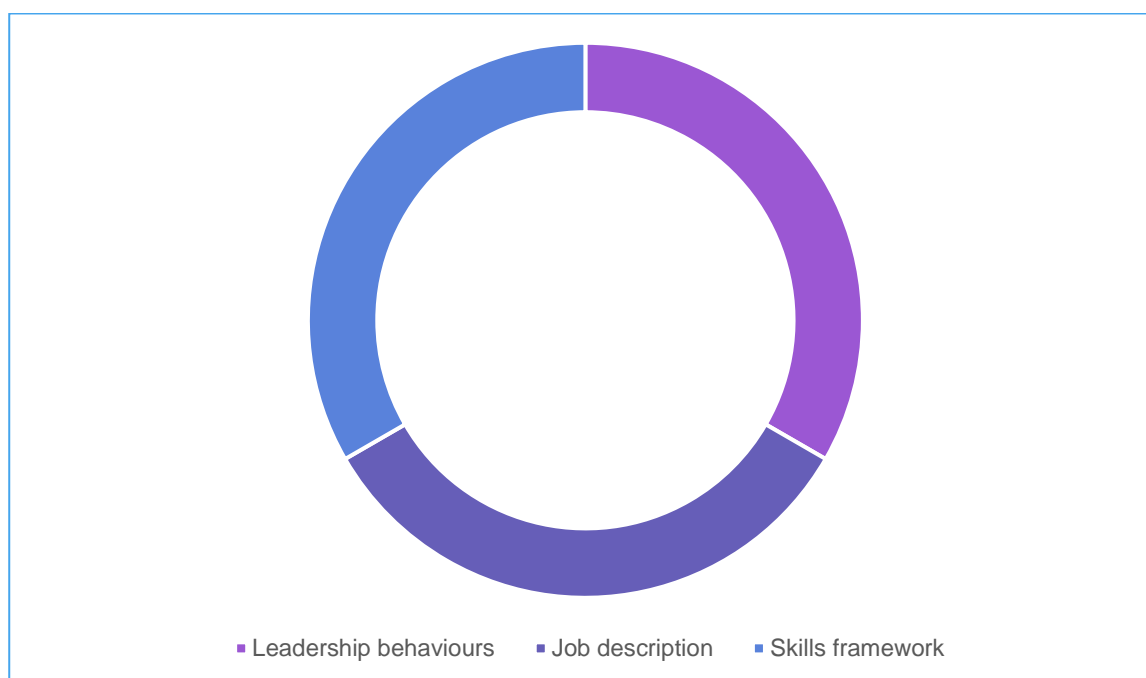


Our framework

Our skills framework describes the skills that are essential for effective performance at the CBI. As individuals, the skills are central to high performance and career progression, and as a business, alongside the leadership behaviours, they support us to deliver our CBI strategy.

The framework is embedded into our HR and people processes, to provide transparency and to clarify the level of skill required in each role.

Skills are an important contributor to how we perform in our roles, but they are not the only factor - our CBI leadership behaviours and role specific experience and knowledge are also important. Therefore, it's important to refer to the CBI leadership behaviours and job descriptions alongside the skills framework.



What won't it do?

High performance is about having the right combination of skills, behaviours and knowledge and experience. The skills framework is one 'piece of the puzzle,' and together with our job descriptions and the CBI leadership behaviours, lays out what we need to be successful in our roles. For many roles, there will be job specific knowledge or technical skills that are also important. These are not covered in the skills framework, but are captured in the job descriptions of individual roles and should be discussed in conversations between staff and managers.

Additionally, while skills are one of the things that help to determine if someone is ready for progression, they are not a checklist that entitles someone to automatic promotion.

What are the skills?

We gathered feedback from across the business about the skills that are necessary to perform in CBI roles and help to deliver on our strategy. The six skills we have identified are:

- **Planning & organisation**

- **Research & using information**
- **Interpersonal**
- **Strategic & business thinking**
- **Communication**
- **Leading & managing people**

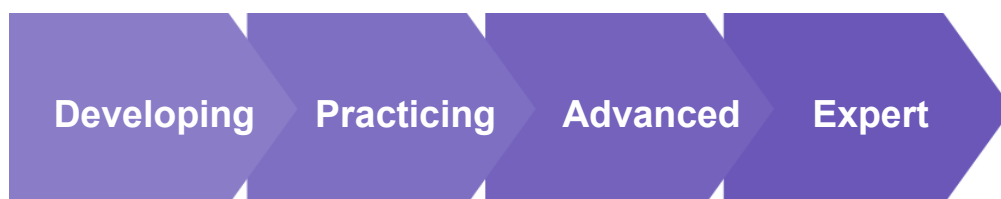
How is the framework structured?

The framework is organisational, meaning the six skills are not specific to any one area of the business, but important for all. This helps us to support and encourage transferability of skills, as well as upward progression if you wish to build up skill in one area of the business.

Four levels of skill

We acknowledge that different roles are required to demonstrate our skills at different degrees, and therefore each skill has been broken down to four cumulative levels:

- Developing
- Practicing
- Advanced
- Expert



How do I know what's required in my role?

To help you identify the level of skill you are expected to demonstrate in your role, the framework has been aligned to our six pay bands. For each band, we have specified the minimum level we would expect each skill to be demonstrated at. For example, roles in Band 1 are expected to demonstrate Communication skills at Expert level.

Descriptions and indicators

Each skill includes a definition and a series of indicators for each level which describe what that skill would look like in practice. These indicators are intended to serve as a guide, but it is important for managers and staff to regularly discuss and agree on what successful demonstration of the skill looks like for their role, e.g. in team meetings, 1-2-1s and development conversations. Record this in appropriate places, e.g. the objective setting or development planning area of the PDR app.

Flexibility

The framework is intended to be a guide to support conversations. It is not intended to be an exhaustive or overly prescriptive set of rules. The value of the framework will come from the conversations staff have with their managers about where they see themselves in the framework for their current role, and how the framework can guide them on what's important for future roles.

There may be instances where a role is required to demonstrate a skill at a different level than is outlined in the framework, e.g. for some specialist roles. Managers should use their judgement and remember that consistency and clarity are most important. Make sure that you are clear on where and why there are differences and agree on what these mean for your team members. This should be agreed with your Director and HR and must be captured in the job description for that role.

How should I use the framework?

Recruitment and selection

When recruiting for a role...

- Use the skills framework to help you create selection criteria. Use a combination of behavioural, skills-based and job specific selection criteria, which can be used to develop your job advert, your interview questions, and work assessments
- Use the framework to think about the current strengths and gaps in your team to identify which skills might be more of a priority when recruiting.

Job descriptions

Each job description will provide an overview of the key responsibilities for the role, but also describe the qualities (experience, knowledge, skills, success criteria and behaviours) a person needs to excel in. When recruiting or updating job descriptions...

- Undertake a brief job evaluation yourself to ensure the role content and structure remains effective and accurate for the level of skill expected. You can use the pay bands descriptors document for reference [here](#). The job evaluation panel will also look at this when signing off the JD for recruitment or progression
- Ensure the skills section of the job description reflects the skills and indicators relevant to that role, as well as additional technical or job specific skills where relevant.

Probation

For new starters...

- When setting probationary objectives, managers and staff can use the skills framework to talk about strengths and weaknesses and where development in skills might support them to achieve objectives.

Flexi Performance Development Review

When setting objectives...

- Skills development should be discussed as part of Flexi PDR discussions. People are supported to meet their objectives when they are equipped with the right skills, so when a trigger for a new objective happens, think about how development in any of the skills would support you to better achieve these.
- Any priorities for skills development can be recorded under 'Development Plans' within the PDR app.

If you need additional assistance with arranging training or just want to discuss skills development, contact Learning & Development.

Learning & Development

The skills framework informs our inclusive learning & development framework and what we offer within it. The Learning and Development team use it to:

- Identify areas of skill across the business where development is needed
- Design targeted L&D programmes and a calendar of events that provides staff with opportunities to build their skills
- Direct investment in development of skills where it is needed most
- Support our learning needs analysis process.

You can use it to...

- Look for the skills required in your current role, and for future roles you are aiming for. Self-assess on where you are, and where you'd like to be
- Come prepared to your regular 121s and development conversations to discuss skills (alongside the leadership behaviours and job specific knowledge) with your manager. What could you focus on? What are your priorities?
- Create a plan for your development and how you will address areas that you'd like to build on, with a combination of on-the-job development, learning through others, and formal training
- Look for upcoming opportunities to develop the CBI skills on our learning and development calendar
- Consider creating a 360-degree feedback process on the skills framework to get feedback from others on how you are demonstrating them
- For managers, use the framework to give objective feedback to team members on how they are demonstrating the skills, both in terms of their strengths as well as areas where they might need to develop.

Descriptions and indicators

We're committed to equipping our managers with the skills they need to successfully lead and manage the organisation. Our management and leadership development programmes are tailored to ensure they support development of the skills in the framework, in particular, Leading and Managing People.

Band Level	Roles	Planning & Organisation	Research & Using Information	Interpersonal	Strategic & Business Thinking	Communication	Managing and leading others
6	Developing professional, administrative and support	D	D	D	D	D	N/A
5	Professional	P	P	P	D	P	N/A
4	Experienced professional	P	A	P	P	P	D
3	Management	A	A	A	A	A	P
2	Senior & Regional Leadership	E	E	A	E	E	A
1	Executive Leadership	E	E	E	E	E	E

N/A = Not applicable

D = Developing

P = Practicing

A = Advanced

E = Expert

Planning and organisation

The ability to plan and organise work in the most efficient and effective way possible, flexing to re-prioritise where necessary, getting things done on time and to the required standard.

Developing

- ✓ Sets timebound goals with their manager in regular meetings/1-2-1s
- ✓ Quickly raises problems with delivery of work to minimise impact
- ✓ Meets deadlines
- ✓ Appreciates impact of work/deadlines on others.

Practicing

- ✓ Anticipates external or internal challenges for deadlines and makes suggestions for mitigation
- ✓ Sets and adjusts own workload priorities, reorganising work to fit with changing needs
- ✓ Maintains sufficient quality and organisation of work under time pressure
- ✓ Can push back on unrealistic requests for work
- ✓ If applicable, can manage end-to-end projects
- ✓ Accurately estimates time and effort required to complete a task.

Advanced

- ✓ Can plan and allocate the work of a team to align with organisational goals and timeframes for delivery
- ✓ Ensures the team are up to date with relevant information and supported through change
- ✓ Can manage cross-functional workstreams effectively, utilising and organising resources from across the organisation
- ✓ Can use business planning tools alongside their own judgement to make trade-offs which deliver the best for the organisation
- ✓ Role models good time management to their team and colleagues
- ✓ Has a healthy approach to work life balance and flexible working
- ✓ Empowers and supports the team to prioritise, push back and say no.

Expert

- ✓ Takes a leadership role in directing and coordinating whole team/business group workplans to deliver on CBI objectives, ensuring team resilience and wellbeing is considered
- ✓ Proactively forecasts for appropriate budget and resource in line with the CBI strategy and workplan for their area
- ✓ Strategically plans work to align with the external operating environment to get the best outcome for the business
- ✓ Takes a lead role in communicating to the business when delivery is compromised or workplans should change
- ✓ Manages change effectively by ensuring the strategic rationale for change is understood
- ✓ Calls out and steps in when they see the CBI approach to flexible working and work-life balance not being upheld.

Research and using information

The ability to source relevant data or information and take sense and meaning from it to inform work and business decisions.

Developing

- ✓ With the support of others, works to identify and select useful and relevant information to support delivery
- ✓ Shares relevant information, e.g. political and commercial intelligence with colleagues
- ✓ Ensures information is accurate, accessible and up to date
- ✓ Takes responsibility for keeping up to date with internal communications
- ✓ Knows where to source relevant information to support work
- ✓ Is always prepared for stakeholder engagements
- ✓ Ensures any relevant information is recorded on CRM
- ✓ Has an understand of how digital solutions can enable their work

Practicing

- ✓ Proactively seeks out relevant information from appropriate sources to inform actions and decisions
- ✓ Can use available internal resources, tools and systems to capture and extract information
- ✓ Can understand the sensitivities of information within and outside of business
- ✓ Can use up to date data and insight to shape arguments and proposals and guide our member offer.
- ✓ Uses digital solutions

Advanced

- ✓ Proactively and effectively shares and deploys relevant information across the organisation
- ✓ Can robustly analyse complex information or data, drawing on the relevant expertise of self or others
- ✓ Can challenge 'group think' mentality, using insight to support conclusions
- ✓ Predicts or forecasts outcomes based on information or data and propose solutions that best support the CBI's objectives
- ✓ Champions digital solutions where they can be used to improve processes or support objectives.

Expert

- ✓ Uses internal and external research and intelligence to shape/create strategic direction of the CBI and manage risk
- ✓ Always supports people internally and externally to understand highly complex analysis
- ✓ Can translate technical analysis into non-technical language
- ✓ Champion digital solutions and be an active proponent for digital transformation when it is needed.
- ✓ Can draw out big picture trends from detailed, complex data.

Interpersonal

The ability to interact with others positively and constructively to support completion of work.

Developing

- ✓ Always puts members needs first
- ✓ Builds positive relationships with relevant people to support delivery of work
- ✓ Demonstrates effective listening skills
- ✓ Considers and asks questions to better understand the other person's point of view
- ✓ Is constructive in their approach, acknowledging diversity of thought, approach and priorities.
- ✓ Responds promptly to external emails and telephone calls.

Practicing

- ✓ Develops strong networks in their environment and beyond and uses these to support the work they do
- ✓ Works to proactively maintain relationships that are important to their role, looking for opportunities to engage
- ✓ Can understand the motivations, viewpoints and priorities of others and takes this into account to influence
- ✓ Can tailor their approach to a variety of audiences both internally and externally
- ✓ Takes a constructive and positive approach to negotiation, to achieve outcomes that benefit all parties
- ✓ Prepares sufficiently for negotiation situations
- ✓ Upward manages effectively to line manager.

Advanced

- ✓ Proactively utilises extensive internal and external network to the wider benefit of the team and CBI outside of own role
- ✓ Develops positive relationships across their industry that build the profile of the CBI
Influences groups of people or organisations internally and externally to achieve CBI objectives
- ✓ Supports less experienced people to prepare for and engage in negotiations, providing guidance and feedback to help them improve
- ✓ Can manage and resolve conflict with and between individuals and groups
- ✓ Can manage upwards, often influencing those more senior
- ✓ Throughout all decision making and communication remains approachable and empathetic
- ✓ Effectively upward manages, communicating value of team and pushes back against unnecessary initiatives.

Expert

- ✓ Creates and sustains value-adding strategic partnerships up to and including the highest levels of seniority
- ✓ Can influence externally at the highest level of seniority, including with key political and business stakeholders
- ✓ Is a visible leader; genuinely listens and engages with staff and addresses concerns or issues that are raised.

Strategic & business thinking

The appreciation and understanding of business and the wider environment businesses operate in; using this as context to think conceptually and resourcefully to plan for achieving objectives.

Developing

- ✓ Keeps up to date with broader issues relating to the work of the CBI
- ✓ Can see the bigger picture and how their work impacts others
- ✓ Responds positively when approached to engage in cross-team work
- ✓ Has an understanding of how businesses operate and the wider business environment
- ✓ Has an understanding of the CBI's commercial operations and financial targets.
- ✓ Has an understanding of the CBI's strategy and its relevance to their work

Practicing

- ✓ Understands how the CBI makes money and keeps up to date with commercial business performance
- ✓ Reflects the risks and opportunities of CBI and the business model in planned work, mitigates accordingly
- ✓ Has commercial appreciation for how their own role helps CBI to achieves its goals
- ✓ Proactively seeks out connections and opportunities that support the goals of the CBI.

Advanced

- ✓ Plans strategically – scenario planning, anticipating potential future situations
- ✓ Advises the organisation on risk mitigation
- ✓ Pursues commercial opportunities to generate revenue or reduce costs
- ✓ Can use understanding of CBI and/or member financial data (e.g., balance sheets, profit and loss) to focus activities that ensure return on investment
- ✓ Has a deep understanding of and can articulate the CBI's commercial objectives that goes beyond short term targets
- ✓ Supports others to see the bigger picture of the CBI strategy, encouraging thinking that goes beyond own role and team
- ✓ Where relevant, can manage budget and maintain accurate and transparent financial information.

Expert

- ✓ Plays a key role in clarifying and shaping the CBI's strategic vision
- ✓ Works across functions to support CBI commercial objectives
- ✓ Shapes effective corporate strategy, ensuring it is commercial, innovative and data driven.
- ✓ Makes business decisions based on the needs of the entire organisation, not just own business area
- ✓ Ensures tight commercial controls of finance, resources and contracts
- ✓ Owns and communicates the vision to the organisation, coaching team to ensure they can see how their role fits in and improve their own commercial skills
- ✓ Identifies, assesses and works to minimise and take calculated risks at an organisational level.

Communication

The ability to effectively tailor messages for the purpose and audience and use the best tools available to communicate them.

Developing

- ✓ Can articulate the CBI's purpose
- ✓ Has knowledge of and is beginning to use appropriate tools for communication across the CBI internally
- ✓ Can compose a simple argument or proposal using CBI positions
- ✓ Has general writing skills, may need others in the team to check work for spelling/grammar
- ✓ Can verbally articulate information clearly and succinctly
- ✓ Has an open and positive communication style.

Practicing

- ✓ Can articulate the CBI's economic and political narrative and relate it to a customer/stakeholder, making it accessible and digestible, e.g. in plain English
- ✓ Tailors communications, written and oral, across the business and to the needs of different stakeholders
- ✓ Makes effective use of internal communication tools and templates available, and keeps up to date with knowledge when these change
- ✓ Writes effectively in the appropriate style, format and tone.

Advanced

- ✓ Can articulate the CBI's economic and political narrative to senior member/public/political audiences of all sizes
- ✓ Acts as a regional/trade press spokesperson agreeing media lines
- ✓ Uses a wide range of communication channels to reach audiences, and proactively explores new and innovative ways of conveying messages
- ✓ Ability to convey complex and multi-faceted information to a range of audiences simultaneously, keeping key messages front of line
- ✓ Supports less experienced people to shape and deliver communications.

Expert

- ✓ Can articulate and respond to challenge on the CBI's economic and political narrative – relating it to senior member/public/political audiences
- ✓ is a highly capable spokesperson for the CBI on all subjects across a full range of media channels
- ✓ Can speak and present to large audiences, delivering messages with impact and conviction
- ✓ Provides expert guidance to the organisation on what information is communicated to external stakeholders how, and when
- ✓ Always takes into account the whole organisation' when communicating - thinking though the impact and how will be received
- ✓ Ensures their team always receive consistent, timely and accurate internal information.

Managing and leading others

The ability to manage and lead others collaboratively, inclusively and inspirationally to create a high-performance culture within the CBI.

Developing

- ✓ Is beginning to understand effective managerial styles and is aware of own style
- ✓ Motivates others to meet a common goal
- ✓ Provides constructive and individualised feedback to support others to develop and improve
- ✓ Has an awareness and basic understanding of unconscious biases
- ✓ Is beginning to develop coaching skills.

Practicing

- ✓ Motivates a team to meet a common goal
- ✓ Delegates work appropriately and empowers team members to work autonomously
- ✓ Understands and is aware of unconscious biases, taking steps to minimise these and their impact on decisions
- ✓ Understands and knows how to apply employment law principles to role as a manager
- ✓ Can effectively manage difficult conversations and conflict, working to achieve positive and constructive outcomes
- ✓ Supports development of team members, providing on the job opportunities to improve and grow
- ✓ Proactively supports the wellbeing of team members
- ✓ Understands best practice recruitment and actively follows processes to bring talent into the organisation.

Advanced

- ✓ Has a well-developed and consistent managerial style that flexes to support others to grow
- ✓ Effectively coaches team members to support them to deliver in their roles
- ✓ Provides clear direction to their business group, inspiring others to achieve CBI objectives
- ✓ Creates an inclusive culture which supports sustainable performance.

Expert

- ✓ Leads the organisation through change and ambiguity, providing a clear and coherent direction
- ✓ Role models and coaches other managers in the CBI, supporting them to develop their people management and leadership skills
- ✓ Ensures the CBI has the capacity and diversity of people, thinking and perspectives to support delivery of the strategy
- ✓ Motivates the organisation toward high performance, ensuring all staff feel connected to the 'bigger picture'
- ✓ Supports all CBI staff to feel valued
- ✓ Takes personal accountability for the leadership and management practices in their area