

# Skilled Influencer

**Demonstrates the ability to influence to gain the necessary commitment and support from diverse stakeholders in pursuit of organisation value.**

Band 1	Band 2	Band 3	Band 4
Seeks to understand how to influence within the culture, governance frameworks and politics of the organisation.	Takes account of culture, governance frameworks and politics within their influencing and delivery approach.	Builds relationships with key current and future influencers, working within and around politics and formal processes.	Secures consensus across a range of complex stakeholders and in sensitive and challenging situations.
Uses logical persuasion, backed by evidence to support their opinion or proposal.	Takes steps to understand and consider the diverse opinions of involved parties ahead of a proposal.	Builds a comprehensive stakeholder map to understand the interested parties and the diversity of their views.	Systematically maps the complexity of interactions and relationships, views, values and motivations of key stakeholders.
Compares and contrasts options to highlight relative advantages and disadvantages of progressing along alternative paths.	Addresses potential and anticipated reactions and resistance by using a flexible communication and influencing approach.	Seeks out key stakeholders ahead of a key interaction or meeting to understand their points of views or concerns, and gains early support and buy-in.	Develops and pursues a strategic internal and external influencing plan, at individual and organisation levels.
Identifies the key points to communicate on any interaction, selecting the right channel for the message and audience.	Tailors communications to appeal to, include and engage different audiences.	Makes the complex or ambiguous clear for others, enabling people to participate in debate and discussion.	Communicates in an authoritative, engaging and compelling way, leaving a clear and memorable message.
Seeks to understand themselves and how they differ from others in style, approach and beliefs.	Proactively develops understanding of different people and adjusts own behaviour and approach to manage impact on others.	Has deep insights into own style and impact and is adept at reading and influencing a variety of people.	Builds own, senior leadership, and the wider organisation's ability to understand self and the impact on others.

## Contra-indicators

- Does not prepare adequately for meetings or interactions.
- Tends to over-rely on a single, previously reliable strategy for all eventualities.
- Takes interactions at face value.
- Fails to understand or appreciate impact on others; does not consider situation from others' viewpoint.
- Fails to appreciate need to engage the support of stakeholders.
- Takes a manipulative approach, using influence in a negative way.