



Competency Framework

Strategic Influence

		Dimension/s
		Impact with Influence
Score	General Meaning	
		The ability to get people to do something, to go along with or support one's own agenda, without relying on formal authority.
4	Full strategic support	<p>Creates and Uses an Influencing Strategy</p> <p>Identifies who should be involved and when, and works behind the scenes to get buy-in. Lobbies – picks people off in advance. Identifies, build and uses networks to help influence others. Has clear objectives and knows what is 'negotiable'. Understands and uses formal and informal processes. Gets others to think it was their idea; is prepared not to get credit for the outcome.</p>
3	High degree of implementation	<p>Follows an Influence Plan</p> <p>Puts in effort in advance to identify what tactics are most likely to be effective. Sounds people out in advance and tailors approach accordingly. Anticipates likely objections and builds responses into arguments / approach. Uses a range of tactics and / or lines arguments to persuade others. Is aware of the impact they have on others and adapts approach / style as appropriate. Asks for ideas to help build ownership.</p>
2	Up and running	<p>Uses Facts Constructively to Persuade</p> <p>Concentrates on a few salient points. Chooses language, examples and lines of arguments appropriate to audience. Chooses and uses most effective, rather than simply most obvious arguments.</p>
1	Early stages	<p>Communicates Clearly and uses Facts & Logic</p> <p>Uses open questions to check whether people have understood. Presents facts clearly and logically. Thinks through material in advance and structures in a logical sequence.</p>
0	Nothing Planned	<p>Does Not Have Impact / Poor Communication</p> <p>Uses inappropriate language. Goes into unnecessary detail. Presents in an unstructured way. Relies solely on emotive arguments. Believes saying the right thing / having the best solution will convince an audience.</p>

Competency Framework

Negotiation Skills

		Competency Framework
Level	General Meaning	Negotiating is more than just discussing price. Negotiating involves influencing and persuading the other party by trading variables to achieve a win: win. Effective Negotiation Skills involves the 7 essential qualities of; 1. Preparing in a structured way, 2. Able to explore the arena, 3. Know your opponent, 4. Finding common ground, 5. Having confidence, 6. Being persuasive, and 7. Seeking clarity.
4	Fully delivering	<p>An effective negotiator</p> <p>The Learner is achieving win:win in more than 80% of their negotiations. They are able to articulate examples for each essential quality, such how the Learner is persuasive, and how they do not lose the negotiation in the follow-up.</p>
3	High level of delivery	<p>Most of the essential qualities are being demonstrated regularly</p> <p>5 of the essential qualities are being demonstrated regularly. For example, the Learner is able to explore the arena thoroughly, and does not get lost in the detail.</p>
2	Some delivery	<p>Some examples of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of negotiation skills are happening regularly. For example, the Learner prepares regularly in a structured way and does not get completely 'thrown' by curveballs.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated inconsistently</p> <p>Inconsistently able to demonstrate some of the essential qualities of negotiation skills.</p>
0	Not delivering	<p>Negotiates not knowing whether it is right, wrong, or indifferent</p> <p>No essential qualities of negotiation skills being demonstrated; 1. Preparing in a structured way, 2. Able to explore the arena, 3. Know your opponent, 4. Finding common ground, 5. Confidence, 6. Persuasive, and 7. Seeking clarity.</p>

Competency Framework

Time Management

		Time Management is about the ability to get things done effectively and efficiently, which means the right things done at the right time with the appropriate amount of time spent on them. The 7 essential qualities of Time Management are; 1. Identifying & understanding why the Learner is on the payroll, 2. Using a Project List, 3. Writing a plan each day, 4. Focusing on one task until it is complete, 5. Not putting off tasks that need to be done, 6. Managing emails effectively, and 7. Constantly evolving their time management system.
Level	General Meaning	
4	Fully delivering	<p>An efficient and effective time manager</p> <p>The Learner is an effective and efficient Time manager 80% of the time. They are able to articulate examples for each essential quality, such as how they use a project list to add value, how they stop themselves procrastinating, and why they are on the payroll.</p>
3	High level of delivery	<p>Most of the essential qualities are being demonstrated regularly</p> <p>5 of the essential qualities are being demonstrated regularly. For example, a daily to do list is written every day, and the Learner is not glued to their email inbox.</p>
2	Some delivery	<p>Some examples of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of time management are happening regularly. For example, the Learner has created & maintains a 'Project List' and does not say yes to every request.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated inconsistently</p> <p>Inconsistently able to demonstrate some of the essential qualities of time management.</p>
0	Not delivering	<p>Reactive to what happens each day</p> <p>No essential qualities of time management being demonstrated; 1. Identifying & understanding why the Learner is on the payroll, 2. Using a Project List, 3. Writing a plan each day, 4. Focusing on one task until it is complete, 5. Not putting off tasks that need to be done, 6. Managing emails effectively, and 7. Constantly evolving their Time Management system.</p>

Competency Framework

Teamwork

		Teamwork is where a group of people deliver more value & more quickly than a group of individuals. Effective Teamwork involves 7 essential qualities; 1. Having a common purpose, 2. Crystal clear roles, 3. Accepted leadership, 4. Effective processes, 5. Solid relationships, 6. Excellent communication, and 7. Feeding back to each other.
Level	General Meaning	
4	Fully delivering	<p>A High Performing Team</p> <p>The team are demonstrating the essential qualities consistently, such as discussing their common purpose, debating their roles, accepting leadership, having effective processes, created solid relationships, delivering excellent communication, and feeding back to each other.</p>
3	High level of delivery	<p>Most of the essential qualities of teamwork are being demonstrated consistently</p> <p>The team are consistently demonstrating 5 of the essential qualities of teamwork. For example feedback is happening regularly, and there is no distrust between team members.</p>
2	Some delivery	<p>Some examples of the essential qualities of teamwork are happening consistently</p> <p>The team are consistently demonstrating 3 of the essential qualities. For example they discuss their common purpose, and/or they have discussed their roles to achieve real clarity.</p>
1	Early stages of delivering	<p>Some early signs of being a team</p> <p>The group are showing some early signs of being a team. Demonstrating some of the essential qualities of teamwork, but on an infrequent basis.</p>
0	Not delivering	<p>Described more as a group than as a team</p> <p>No essential qualities of teamwork being demonstrated; No common purpose, no crystal clear roles, no accepted leadership, no effective processes, no solid relationships, no excellent communication, and no feedback to each other.</p>

About Making Business Matter

Making Business Matter (MBM) is a training provider to the UK grocery industry specialising in suppliers to the big four supermarkets. Their clients want to secure more profitable wins and choose to work with MBM because of their relevant experience and unique people development method known as Sticky Learning®

Range of Products



[A list of our products](#)



[For 1-minute people development tips, view and subscribe to the MBM YouTube Channel](#)



[Subscribe to our blog for people development tips](#)