Business Management and Development

Definition
The ability to develop, sustain and grow the business in line with corporate strategic priorities for income and impact: to formulate business strategy, to understand crucial business drivers, both internal and external, and assess various business development options and interrogate management information. Effective management of resources across the business.

Area of Responsibility	Level 1	Level 2	Level 3
Managing relationships with customers, clients and stakeholders	Collects and analyses client / stakeholder / partner feedback and perceptions and identifies needs within specific area of work. Identifies barriers to service delivery and contributes to their resolution. Communicates consistently and effectively with stakeholders and responds to changing circumstances in order to enhance brand and reputation.	Takes the lead role in managing the client and stakeholders for a specific activity. Keeps abreast of operating context. Uses stakeholder analysis, facilitation and problem solving approaches to resolve issues and remove barriers to effective service delivery. Identifies important relationships and develops strategies to strengthen these within specific area of work.	Manages complex or strategically important client/stakeholder/partner relationships, which achieve significant impact for the Council. Anticipates changing circumstances and barriers to stakeholder engagement and takes action to minimise these.
Monitoring and Evaluation	Understands the importance of evaluation. Is thorough in the collection and communication of evaluation data. Supports the achievement of targets and monitors own contribution towards these.	Builds monitoring and evaluation into the business strategy. Grounds evaluation in external market context and adjusts measurement to provide clear evidence of effectiveness. Studies evaluation data to see if new approaches have had the desired impact, reflects on lessons learned and communicates the results of valuation.	Identifies best practice, learning, new processes or ways of working that lead to cost savings/improved delivery beyond team level. Agrees measurable and challenging targets for individual initiatives and manages progress towards these. Ability to understand and interpret the results and leads on the discussion and dissemination of the results.

BRITISH COUNCIL

Communications Skills

Definition
Communications skills are what make us effective in sharing ideas, thoughts, information and feelings with diverse internal and external audiences, often in cross-cultural situations, in order to develop two-way understanding between the audience and the communicator.

Area of Responsibility	Level 1	Level 2	Level 3
Reading and Writing Skills	Identifies the main points and ideas in different types of documents Asks questions when he/she does not understand what he/she is reading or to clarify the issue Understands how to use different kinds of documents for different purposes (i.e. letters, memos, reports etc.) Writes clearly, in a style suited to purpose and with the needs of the reader in mind Makes sure information is well organised and easy to use Avoids jargon and explains acronyms and technical terms where the reader is unlikely to understand them Avoids discriminatory language Has knowledge of and applies British Council house style	Able to produce summaries of complex documents for a specific audience Writes business documents clearly and effectively using standard British Council formats where available (e.g. reports PowerPoint, web, etc.) Able to manage documents through several drafts with various contributors Reports disagreement with sensitivity and even-handedness Understands and applies plain English guidelines	Makes perceptive comments on what he/she is reading demonstrating an understanding of the author's reasoning and motivation Writes and quality reviews strategic documents, policy papers and corporate reports Writes for internal and external publication Writes speeches clearly and appropriate to the audience being addressed Ability to assimilate long and complex documents quickly and effectively Produces accurate and concise records of meetings.

Area of Responsibility	Level 1	Level 2	Level 3
Speaking and listening skills	Contributes to discussions and pays attention to the timing and setting of discussions Is able to express non-complex ideas, thoughts and feelings Gives feedback honestly and constructively Asks questions when he/she does not understand what is being said or to clarify the issue Listens attentively, uses appropriate tone of voice and is polite	Makes balanced and effective contribution in difficult situations e.g. conflicts between staff members Communicates ideas clearly, effectively, persuasively to an individual or a group Varies speaking style according to audience States different and/or critical opinions without causing offence Is aware of his/her own and others' body language Contributes to meetings effectively to ensure all parties can respond and/or participate Delivers presentations effectively Acts as a sounding board for colleagues Listens empathetically (paying attention to words, feelings and thoughts of the speaker, and responding appropriately)	Motivates, encourages and inspires individuals and groups through appropriate use of language and manner Delivers presentations to internal and external audiences, and handles questions effectively Able to communicate directly and appropriately with senior external stakeholders (e.g. at receptions, presentations etc) Uses consultancy skills (listening, questioning, analysing issues, outlining options etc.) to enhance understanding and help others express and develop their ideas
Understanding purpose	Judges when to communicate and understands the impact/consequences of his/her message on others Ensures communications are appropriate to purpose and prepares for important discussions Has a basic understanding of the cultural environment in which he/she is communicating	Develops, implements and evaluates an effective communication strategy and plan Applies level 1 principles in complex communications to diverse audiences Demonstrates an understanding of the wider environment (cultural, political, social etc.) in which he/she is communicating.	Plans and manages a communications programme to deliver corporate and business objectives Takes calculated risks with communications in order to provoke a desired response
Understanding the audience	Identifies and understands the communications needs, expectations and preferences of the audience he/she wants to communicate with Adapts his/her approach for simple messaging to his/her audience	Analyses the communication needs of **new** target audiences As appropriate, encourages and generates two-way communications with target audiences to increase mutual understanding and adapt communications as required.	Uses market research techniques to improve understanding of an audience's communications preferences and needs (now and in the future)

Area of Responsibility	Level 1	Level 2	Level 3
Understanding tools and media	Chooses between basic communication methods depending on context	Is aware of and understands how to use a wide range and the right combination of communication tools as appropriate Understands the impact of different tools Evaluate effectiveness of communications	Able to plan and manage multi-media communications programme Assesses potential of new and existing communications tools/media Develops new and existing communications tools and media
Knowledge Sharing	Passes on information proactively and in a timely manner Finds out where knowledge and information are held Is aware of British Council knowledge sharing practices and tools Understands the importance of appropriate knowledge sharing Is aware of and applies British Council Records standards and guidelines Understands and applies data protection principles	Demonstrates commitment to sharing information and knowledge with colleagues throughout the organisation Able to build appropriate networks Encourages others to share information and knowledge with one another.	Able to create knowledge sharing strategy for project/business

Marketing and Customer Service

Definition
Putting customers (people whom we engage with internally or externally e.g. colleagues, clients etc.) at the centre of delivering focussed products and services at the right time, in the right place and in an appropriate way.

Area of Responsibility	Level 1	Level 2	Level 3
Understanding the British Council and its values	Understands the British Council and works within the values - Who we are - Why we are here - What we want to achieve	Ensures new colleagues understand and apply British Council Values Positively influences all customers about British Council in a manner that encourages them to engage with the organisation	Takes responsibility for championing the brand and ensuring that brand values are embedded in all programmes, projects, products and services
Understanding potential markets/customers	Provides input into basic administration of market research Recognises potential customers and actively promotes British Council products and services to them	Understands the importance of market research and the benefits it provides Supports the development of products, services, projects and activities for agreed target groups	Applies customer/market intelligence in formulating strategy Takes responsibility for shaping response to the needs of key segment groups to achieve business benefits
Understanding customer needs	Is able to gather required customer and market information Applies knowledge of Data Protection and Freedom of Information standards	Establishes systems to collect and analyse customer and market information	Commissions, scopes and co-ordinates appropriate customer and market research

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Responding to customer needs	Controls the interaction with the customer. Listens effectively and uses questioning skills to clarify customer needs Delivers excellent service at all points of contact	Plans and supports a service approach that balances a personalised delivery with business needs. Investigates service delivery and provides solutions to any problems/issues.	Shapes and leads on MCS strategy through applying: • knowledge of the external environment (political, sociological, economic, environmental, technological and legal aspects); • interpreting market information; • having a comprehensive understanding of the nature, profile and demands of customers Leverages and exploits available resources to better meet customer needs and expectations.
Building strong relationships which add value to the United Kingdom	Uses strong interpersonal skills to build effective rapport with customers	Uses systems to accurately manage customer information Ensures staff have sufficient marketing/customer service skills	Uses knowledge of best practice in customer relationship management to make strategic decisions.
Obtaining and evaluating feedback	Actively and systematically collects feedback and data through a variety of means	Analyses and evaluates actual customer experience against expectations using feedback, benchmarking and management information. Feeds management information into continuous customer service improvement.	Makes strategic decisions on product and service development, balancing customers' needs and expectations with organisational priorities, objectives and resources. Promotes by example a culture of continuous improvement.

Computer skills

Definition
To understand and use the British Council's IT systems in an effective manner in compliance with IT security standards including the ability to describe and report issues/problems accurately to the IT helpdesk or appropriate personnel

Area of Responsibility	Level 1	Level 2	Level 3
Using Outlook In line with disability legislation (e.g. reasonable adjustments being made if needed)	Create, send, forward and reply to emails Send, open and save attachments Set up out-of-office assistant messages Able to recall email messages sent in error Delete unwanted items Set up/ respond to meeting requests using Calendar Use and search the global address list including distribution lists and public folders Recognise SPAM and phishing attempts (e.g. scams; chain letters) Understands and complies with IT security standards	Use voting buttons on emails sent and received Manage distribution lists Manage own appointments and set reminders using the Calendar function. Set up own Calendar to allow at least read-only access to Calendar to a suitable set of colleagues. Check for colleague's availability using Calendar. Change views (reading pane, sorting, calendar, etc) Use tracking facilities Restore deleted items Create, organize and manage message folders Create and maintain contacts Add and remove toolbars	Use tracking facilities and expiry dates on email Create/assign tasks and monitor task progression Know how to use outlook for email merging Effectively use Outlook to manage and file emails including writing email rules and managing alerts Apply and create categories to organise items

Area of Responsibility	Level 1	Level 2	Level 3
Using Word In line with disability legislation (e.g. reasonable adjustments being made if needed)	Identify, open, create and print Word files Be aware of and use templates Use basic character and paragraph formatting (e.g. bold, bullets etc.) and styles Utilise spelling and grammar checking tools Change margins and paper orientation Insert images and symbols Change document views and modify document options Use and modify document properties Save, copy, rename, search, move and delete files Understands and complies with IT security standards	Create, modify and format standard tables and borders Understand the principle of styles and how to modify them Create and modify drawing objects and diagrams (e.g. text boxes) Perform basic mail-merge facilities (within Word) Use hyperlinks and bookmarks Format and manipulate images in relation to text Use automatic numbering facilities. Update a Table of Contents Track and manage changes during editing and reviewing Add and remove toolbars	Perform complex mail merges (Word into other applications) Create document templates using styles Create and format complex diagrams and graphics Insert bookmarks, Table of Contents, footnotes and endnotes Understand and use section and page breaks Create/manipulate outlines styles for numbering and bullets Create/amend complex documents using several levels of headings and sub-headings and handling indexes, tables and a cross-reference system as appropriate Awareness of file size and knowledge of how to use file compression
Using Excel In line with disability legislation (e.g. reasonable adjustments being made if needed)	Understand and apply basic concepts and terms used in Excel including the difference between cells containing data and formulae Create, format, modify, sort, print and delete simple spreadsheets Format spreadsheets using text colour, shading, borders Save, copy, rename, search, move and delete files Understands and complies with IT security standards	Create and format graphs and charts Handle complex tables sorting data and repeating vertical/horizontal headings facilitating the consultation of the spreadsheet Create formulas using simple mathematical operators and functions Freeze, lock, hide spreadsheet ranges and format for printing Import and export data to other applications Add and remove toolbars	Troubleshoot problems Summarise data using pivot tables Link spreadsheets to other files and applications including formulas across multiple sheets Write and modify macros Understand and apply statistical analysis for creating complex formulae Calculate using more complex formulae (e.g. IF/AND/OR) Track and manage changes on shared workbooks Create and manage scenarios and 'what if' data tables Awareness of file size and knowledge of how to use file compression

Area of Responsibility	Level 1	Level 2	Level 3
Using Databases In line with disability legislation (e.g. reasonable adjustments being made if needed)	Understand and apply basic database concepts (e.g. navigate records) Perform simple database queries to extract or select records from the database according to specified criteria	Produce reports from tables and queries Retrieve and search for information using standard reports Perform more advanced queries using the built-in query tool to search data and produce reports	Identify areas for improvement for use with existing databases Know how to commission database development according to business requirements
Using PowerPoint In line with disability legislation (e.g. reasonable adjustments being made if needed)	Load and run PowerPoint presentations Create and format basic presentations using pre-defined slide layouts Insert basic graphics (e.g. clipart) Print slides and handouts in a variety of paper layouts suitable to the target audience Use a data projector for presentations Save, copy, rename, search, move and delete files	Apply various slide show animated effects Create, edit Master slide templates Create a new template from scratch Create images and charts within (and between) presentations Demonstrate confidence in using the slide master, handout master and notes master Import and embed data from other applications including Word and Excel tables and hyperlinks Add and remove toolbars	Add audio-visual information to presentations including video clips Create animated text and graphic effects Know how to store PowerPoint presentations on the web. Use the PowerPoint presentation feature to reduce large file size presentations Awareness of file size and knowledge of how to use file compression
Using Internet Explorer In line with disability legislation (e.g. reasonable adjustments being made if needed)	Know the difference between internal (Intranet) and external (Internet) sites Understand basic concepts and terms associated with using the Internet in line with general IT security standards Use search engine tools to locate information of interest Able to bookmark and print web pages Able to add and organise favourites Be able to listen to or watch podcasts	Able to access and use the British Council intranet site Understands and complies with British Council security standards Refine searches using advanced searching mechanisms Evaluate search results, assessing authority, authenticity, currency of website content Understand copyright issues relating to using web material Save a web page as a file Add and remove toolbars	Use web casts (e.g. webinar) Commission and manage Internet pages and podcasts Create and use blogs, wikis and discussion forums Use Obtree to create British Council web pages

Area of Responsibility	Level 1	Level 2	Level 3
E-Learning In line with disability legislation (e.g. reasonable adjustments being made if needed)	Register/enrol for online conferences, courses and other elearning events Follow a course of instruction Have a critical view of quality/delivery of online materials Creating and editing a personal profile Download/upload materials Understands and complies with IT security standards	Understand the conventions of and contribute using different on line communication tools (discussion forums, text chat, voice chat, video chat etc.) Be aware of and apply on-line etiquette (netiquette) Understanding and application of online learning techniques (time management, self reflection, problem solving and asking for help, apply awareness of learning style etc.)	Moderate on-line learning (e.g. administrate, design for, facilitate, evaluate and provide technical assistance for learners) Commission and manage online content including ensuring sites are secure in line with British Council security standards Understand the functionality and applicability of different on-line tools (chat, discussion forums, wikis, blogs, VoIP, quizzes, FAQs, calendars, etc.) Adapt materials for an online audience