

CICM Professional Standards

PERSONAL SKILLS

CICM Members are strategic and policy driven and stand out for their business and regulatory acumen. They have a unique insight into their customers or clients and are skilled at financial and data interpretation. They are innovative and use their personal expertise to influence and achieve value-added change and continuous business improvement.

**The following describes each key business skill and identifies
CICM expectations for each membership grade**



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PERSONAL SKILLS

PS 1 Communication and relationship-building

This personal skill involves the ability to build strong internal and external relationships and communicate effectively in sensitive, high risk and challenging situations.

Affiliate

- ▶ You communicate effectively by listening actively, identifying non-verbal cues, and can adapt your personal style to suit different circumstances.
- ▶ You are sensitive to the views, values and priorities of others and can build relationships with people from a range of backgrounds by communicating in an open and professional way.
- ▶ Your oral, written, and digital communication is clear, concise, and tailored to the audience.

Associate

- ▶ You understand the big picture by listening and reading non-verbal cues and can communicate difficult messages clearly in a way which retains goodwill.
- ▶ You build trust and effective relationships with customers and colleagues by respectful, open and proactive communication and consistently respond and deliver on commitments in a timely way.
- ▶ You can use verbal, written and digital communications to influence a range of stakeholders by tailoring messages and simplifying complex information, as required, to ensure understanding.

Member

- ▶ You are perceptive and ensure a customer service focussed approach, listening effectively to pick up information that could be overlooked to understand real motivators, emotions, and the total meaning of messages.
- ▶ Using insight from your own personal network and professional community, you develop and implement a communication strategy which builds a collaborative culture across multiple stakeholders and ensures joint accountability.
- ▶ Understanding the culture of the business, you can tailor verbal, written and digital communications in appropriate ways for all levels of the organisation, and present with confidence to senior management.

Fellow

- ▶ You advocate and support the development of a clear communications strategy that promotes strong internal and external relationships, a customer service focussed approach and achieves strategic objectives.
- ▶ You are a confident and effective communicator in sensitive, high risk and challenging situations and have built an extensive personal network with a diverse range of stakeholders.
- ▶ You understand the culture of business and can communicate externally in a way that builds relationships, raises the profile of the profession, and promotes equality, diversity and inclusion.



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PS 2 Problem-solving and decision-making

This personal skill involves the ability to use a range of financial and non-financial data to investigate a case and make objective, well-judged decisions by balancing opportunity and risk against professional values and considering all evidence and options. It includes the ability to use digital and other tools to investigate and explain issues and decision-making effectively.

Affiliate

- ▶ You ask questions to understand problems and use digital and other tools to investigate and record accurately the information you have collected.
- ▶ You can analyse evidence to inform decisions and follow policies and procedures to agree a sustainable way forward.
- ▶ You can identify technical problems when using IT systems or devices and be proactive in reporting issues.

Associate

- ▶ You investigate and use digital and other tools to explore problems that have a measure of complexity and can evaluate objectively financial and non-financial data to understand underlying issues and causes.
- ▶ You appreciate different perspectives and approaches and, having considered all available evidence, summarise investigations succinctly and make well-judged decisions based on the context of a specific situation.
- ▶ You can make timely decisions in an assured way and when challenged, you can justify your own position or decision with confidence.

Member

- ▶ You can lead the investigation of complex and non-routine problems to identify root causes, and keeping an open mind, use digital and other tools to assess critically a range of financial and non-financial data including others' feedback.
- ▶ With internal and external stakeholders, you can develop ideas collectively about a way forward and consistently reach agreement on decisions.
- ▶ You make well-judged, objective decisions by considering all evidence and options, balancing opportunity and risk against professional values and using digital and other tools to explain issues and decision-making effectively.

Fellow

- ▶ You take a proactive, objective and systemic approach in understanding, framing, and raising awareness of emerging organisation and sector issues.
- ▶ You make complex and timely decisions which are in line with strategic objectives and based on a critical evaluation of a range of financial and non-financial data and digital content.
- ▶ You can use digital and other tools to critically evaluate data and visualise in an impactful way proposed business solutions.

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PS 3 Support and influencing

This personal skill involves supporting and influencing others successfully in high-risk situations to achieve good stakeholder relationships and positive outcomes.

Affiliate

- ▶ You listen and relate effectively with people across all cultures and socio-economic backgrounds and use open questioning techniques to understand their position and avoid false assumptions.
- ▶ You use information to support and influence the position of others.
- ▶ You follow policy and procedures to reach agreement about a way forward.

Associate

- ▶ You empathise with the position of others and advise or signpost support, giving honest messages in a respectful way that increases understanding and promotes acceptance.
- ▶ You adapt your approach in the light of new insight or changed circumstances and gain support for priorities and proposals by linking these to the needs and goals of others.
- ▶ You understand the position and bargaining power of others and can influence, support or negotiate in a way which is in line with your organisation's cultural expectations.

Member

- ▶ You take the lead in influencing others by developing a compelling case and gaining support and/or ownership for your plans.
- ▶ With thorough preparation, you provide support and manage negotiations in tough situations with both external and internal stakeholders and achieve consistently positive outcomes.
- ▶ In negotiations, you influence and achieve resolution while maintaining good stakeholder relationships, adjusting your personal position and style quickly if required.

Fellow

- ▶ You network widely, influencing a range of current and future stakeholders.
- ▶ You use your expertise to anticipate and manage challenges and quickly gain trust and respect of other parties to negotiate successfully at senior levels and in high-risk situations.
- ▶ You treat others with respect and can influence, negotiate, and work effectively with people from different cultures or global teams.



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PS 4 Passion for learning and drive for results

This personal skill involves continuing professional development and a drive for exceptional performance.

Affiliate

- ▶ You are self-motivated and manage priorities and time effectively, acting before being reminded.
- ▶ You take ownership of assigned tasks and have pride in your work and profession, striving to complete these to the standard required.
- ▶ You are proactive in developing your professional knowledge and skills and engage enthusiastically in training opportunities, seeking feedback to understand yourself better and grow your expertise.

Associate

- ▶ You ensure your work and goals are aligned to departmental objectives, and through positive behaviour, create a sense of urgency about achieving work objectives.
- ▶ You are aware of strengths and limits to expertise and develop knowledge and skills through professional body membership and investment of time and energy in training and qualifications.
- ▶ You look for opportunities to build experience and apply the insights you gain from this and other learning to raise the quality of work.

Member

- ▶ You strive for exceptional performance and look for new ways to improve outcomes, establishing SMART targets to achieve goals and fostering a culture that assumes accountability and celebrates high performance.
- ▶ You establish career pathways linked to training, qualifications and professional body membership to attract and retain talent, build higher level skills and ensure succession planning.
- ▶ Through a range of methods, you capitalise on professional body membership to nurture your own and others' continuing professional development and build a passion for learning and drive for results.

Fellow

- ▶ You focus on key projects which have a significant impact on the success of an organisation or the profession.
- ▶ You use your unique insight to promote, develop and drive standards, structures or strategies which enhance performance and deliver positive outcomes.
- ▶ Through professional body membership, you visibly role-model your own continuing professional development and are committed to the development of others, sharing your expertise in a way that inspires a learning culture and qualification.

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PS 5 Team-working and leadership

This personal skill involves an ability to inspire others to do their best and collaborate effectively in diverse teams to achieve organisational goals.

Affiliate

- ▶ You interact and cooperate effectively with team or group members, embracing diverse styles and ideas, and contribute in a considered and positive way.
- ▶ You support the achievement of team and business objectives and assist colleagues in the achievement of their goals.
- ▶ You appreciate the contribution and efforts of colleagues and celebrate their achievement.

Associate

- ▶ You guide and motivate teams, identifying and managing their strengths and weaknesses to resolve issues and achieve shared goals in a way that promotes trust, openness, and respect for others.
- ▶ You generate commitment by involving team members in setting objectives and plans in a way that all individuals recognise their contribution to team success and celebrate team/individual achievements.
- ▶ You provide reassurance after setbacks and focus on lessons learned, agreeing ways forward to secure successful future outcomes.

Member

- ▶ You project confidence in agreed strategies and set high expectations for their success, building enthusiasm for plans and recognising and rewarding team and individual success.
- ▶ You protect the wellbeing of your team and harness their collective energy to achieve business goals, adapting your style to accommodate cultural differences and focusing on lessons learned after setbacks.
- ▶ You create opportunities for your team to network internally and externally in a way which shares knowledge, encourages cross-boundary working and resolves conflicts.

Fellow

- ▶ You work collaboratively at a senior level to create a culture that promotes cooperation and integration across your business or the profession to meet strategic priorities.
- ▶ You encourage diversity to maximise organisational strength and create an inclusive culture that celebrates achievements and inspires people to do their best because they feel valued.
- ▶ You remove barriers and secure resources to support geographically dispersed or cross-functional teams, harnessing the skills and expertise of all team members.

