

Professional Development Reference Guide: Competency Guide

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Professional Competencies (PC)

Estate Agents (EA) Act and Regulatory Compliance			
Comply with Estate Agents (EA) Act, regulatory and practice guidelines governing real estate transactions.			
Professional Competency	Basic Comply with relevant legislation and internal procedures to adhere to regulatory requirements	Intermediate Apply and communicate regulatory requirements, monitor compliance, and recommend improvements for operational adherence	Advanced Lead development and implementation of compliance frameworks and policies to ensure regulatory alignment
Knowledge	K1. Objectives of legislative and regulatory compliance K2. EA Act requirements K3. CEA regulatory requirements K4. CEA Practice Guidelines K5. CEA licensing and eligibility requirements K6. Duties and responsibilities of real estate salesperson	K1. Appropriate sources of information on internal and external regulatory requirements K2. Organisation's policies, code of conduct, ethical principles and procedures K3. Operational plans to achieve regulatory compliance K4. Techniques to implement regulatory plans K5. Roles, accountabilities and responsibilities of appointment holders in regulatory compliance K6. Implications of non-compliance with relevant legislation and regulations K7. Principles and impact of non-compliance K8. Supervisory and reporting actions for escalation	K1. Compliance programmes and/or management systems K2. Sources of non-compliance K3. Types of compliance control procedures K4. Appropriate responses to address non-compliance K5. Performance indicators of operation of compliance programmes and/or management systems in identifying non-compliance K6. Roles, accountabilities and responsibilities of appointment holders in regulatory governance K7. Processes for operationalising regulatory compliance K8. Operational plans for monitoring and internalising regulatory governance in the organisation K9. Regulatory compliance best practices

Abilities	- A1. Comply legislative and regulatory requirements relevant real estate work - A2. Apply internal compliance procedures to ensure own work is in compliance with regulations - A3. Interpret EA Act, regulatory and practice guidelines for execution to ensure compliance - A4. Implement corrective actions and internal controls to close compliance gaps and address compliance risk exposure - A5. Highlight possible non-compliance activities to facilitate regulatory compliance efforts	- A1. Operationalise EA Act, regulatory and practice guidelines - A2. Communicate EA Act, regulatory and practice guidelines to relevant stakeholders in accordance with organisational procedures to facilitate organisational compliance - A3. Monitor operational plans and procedures for compliance - A4. Implement compliance procedures and controls - A5. Ensure monitoring and reporting of non-compliance events - A6. Formulate recommendations for addressing areas of non-compliance with legal and regulatory requirements - A7. Keep abreast of the latest EA Act, regulatory and practice guidelines applicable to the organisation	- A1. Develop processes to operationalise the EA Act, regulatory and practice guidelines for business units - A2. Propose appropriate compliance programmes - A3. Develop corrective actions to address non-compliance within scope of EA Act, regulatory and practice guidelines - A4. Oversee development of compliance controls to mitigate compliance risk exposure of organisation - A5. Maintain updated policies and procedures to reflect changing regulatory requirements
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Professional and Ethical Conduct			
Maintain professional and ethical conduct in real estate transactions.			
Professional Competency	Basic	Intermediate	Advanced
	Adhere to ethical standards and guidelines, applying sound judgment to resolve routine ethical issues	Promote ethical conduct within teams, applying structured processes to address dilemmas and reduce ethical risks	Shape ethical organisational culture by establishing safeguards, procedures and measures for ethical integrity
Knowledge	K1. Code of Ethics & Professional Client Care (CEPCC) requirements K2. CEA Practice Guidelines K3. Organisational policies and procedures relating to legal and ethical practices K4. Principles of professional and ethical conduct K5. Types of ethical issues and dilemmas K6. Role of self in adhering to Code of Ethics K7. Implications of professional ethics in practice K8. Duty of care	K1. Team's ethical culture K2. Ethical threats and safeguards K3. Ethical principles and market practices K4. Methods for addressing ethical issues and dilemmas K5. Types and indicators of potential breaches in ethical practices K6. Role of team in adhering to Code of Ethics	K1. Organisation's ethical culture K2. Ethical threat risk mitigation strategies K3. Principles governing decision making on ethical conduct K4. Ethical decision-making models K5. Relations between governance and ethical culture K6. Stakeholder management strategies K7. Role of leaders in adhering to Code of Ethics
Abilities	A1. Comply with CEPCC and Practice Guidelines A2. Identify situations which may give rise to ethical dilemma A3. Resolve ethical dilemmas A4. Highlight ethical issues A5. Demonstrate sound judgment in applying and upholding ethical	A1. Lead team to adhere to ethical practices and uphold ethical culture A2. Monitor compliance to ethical practices A3. Assess ethical implications A4. Apply safeguards to deter potential ethical issues A5. Apply decision-making processes to resolve ethical dilemmas	A1. Foster organisation's ethical culture A2. Advocate compliance to CEPCC and Practice Guidelines A3. Establish procedures to identify and address ethical issues and dilemmas A4. Develop safeguards to support ethical culture A5. Investigate ethical issues and implement measures for resolution

	standards expected of real estate practitioners	A6. Develop plans to negate occurrence of ethical breaches	
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Landlord and Tenant Regulatory Compliance			
Comply with legal and regulatory requirements relating to tenancy matters.			
Professional Competency	Basic	Intermediate	Advanced
	Execute leasing activities in accordance with landlord-tenant laws and guides clients on standard tenancy procedures	Advise stakeholders on lease structures, tenancy regulations and support dispute resolution and compliance	Develop leasing strategies, compliance frameworks and pricing models informed by global rental market trends
Knowledge	K1. Landlord and tenant laws and regulations ¹ K2. Types of lease terms K3. Essential elements of lease K4. Formalities required for lease K5. Effect of dealing with different lease types K6. Rights and obligations of landlords and tenants K7. Stamp duty K8. Deposit requirements K9. Procedures for tenancy K10. Breach of lease K11. Termination clauses	K1. Landlord and tenant laws and regulations ¹ K2. Sources of information on legal and regulatory requirements K3. Rental market trends K4. Rental pricing strategies K5. Types of lease structures K6. Types of non-compliance situations and issues K7. Dispute resolution mechanisms K8. Recourse for rental dispute	K1. Global market trends K2. International rental regulations K3. Tenancy structures involving multiple parties K4. Implications of non-compliance K5. Compliance controls K6. Best practices in effective compliance
Abilities	A1. Comply with landlord and tenant laws and regulations A2. Explain lease terms to clients A3. Prepare standard tenancy agreements A4. Identify common tenancy issues	A1. Interpret rental market trends A2. Advise landlords and tenants on regulatory compliance A3. Advise lease structures A4. Interpret lease agreements	A1. Analyse global market trends A2. Develop strategic rental pricing models A3. Propose lease structures A4. Develop compliance controls

¹ Landlord and tenant laws and regulations such as but not limited to Conveyance and Law of Property Act, Buildings and Common Property (Maintenance & Management) Act

	A5. Guide clients on security deposit requirements A6. Communicate landlord and tenant rights and obligations to clients A7. Execute client's instructions on leasing matters A8. Perform leasing transactions from initial negotiations to completion of documentation A9. Conduct due diligence checks	A5. Mediate minor disputes between landlords and tenants A6. Advise discourse for rental disputes	
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Sale and Purchase (S&P) Regulatory Compliance			
Comply with legal, statutory and regulatory obligations in real estate sale and purchase transactions.			
Professional Competency	Basic	Intermediate	Advanced
	Perform due diligence and explain S&P processes in alignment with legal and regulatory requirements	Provide tailored S&P advice, ensure compliance and manage client expectations and transaction contingencies	Develop compliance controls and strategic plans to mitigate risks and navigate complex S&P transactions
Knowledge	K1. Laws and regulations relating to S&P ² K2. Types of land tenure systems K3. Types of property ownership K4. Manner of holding properties K5. Methods of sale K6. Law of Contract K7. Role of Option to Purchase (OTP) and Sale & Purchase (S&P) agreements K8. S&P legal process K9. Stamp duty K10. Restrictions to acquiring and holding properties K11. Breach of contract K12. Termination clauses	K1. Laws and regulations relating to S&P ² K2. Sources of information on legal and regulatory requirements K3. Property market trends K4. Property pricing strategies K5. Contractual obligations in real estate transactions K6. Types of non-compliance situations and issues K7. Property disputes K8. Contingency guidance	K1. Global market trends K2. International property regulations K3. Implications of non-compliance K4. Compliance controls K5. Contingency process K6. Best practices in effective compliance
Abilities	A1. Comply with S&P laws and regulations relating to S&P A2. Explain S&P requirements and procedures	A1. Interpret S&P laws and regulations A2. Provide bespoke advice on S&P A3. Advise clients on rights and obligations	A1. Analyse global market trends A2. Develop transaction risk mitigation strategies A3. Develop contingency plans

² Laws and regulations relating to S&P such as but not limited to Property Act, Planning Act, Housing and Development Act, Housing Developers (Control & Licensing) Act, Housing Developers Rule, Sale of Commercial Properties Act, Building Maintenance and Strata Management Act, Property Tax, Anti-Money Laundering and Terrorist Financing

	A3. Convey transaction timelines A4. Conduct due diligence checks	A4. Manage property disputes A5. Advise on contingencies during transaction process	A4. Develop compliance controls
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Real Estate Documentation			
Prepare, review and manage essential real estate transaction documentation in compliance with legal, statutory and regulatory standards.			
Professional Competency	Basic	Intermediate	Advanced
	Submit accurate transaction documents, conducting due diligence and fulfilling regulatory requirements	Review documentation for compliance and implement systems and policies to support proper document management	Develop documentation frameworks and policies to ensure consistent, compliant, and strategic document management across the organisation
Knowledge	K1. Types of real estate documents K2. Real estate terminology K3. Legal requirements for real estate documentation K4. Ownership search and verification K5. Contractual obligations K6. Types of due diligence checks K7. Anti-Money Laundering (AML) and Countering the Financing of Terrorism Regime K8. Record keeping K9. Data protection and privacy regulations	K1. Regulatory requirements for real estate documentation K2. Methods of managing documentation accuracy and usefulness K3. Document management systems K4. Document management policies K5. Document review procedures K6. Principles of conducting documentation audits	K1. Organisation's documentation objectives and requirements K2. Real estate documentation best practices K3. Types of information to include in documents for processes, systems and maintenance K4. Methods of formulating policies and procedures K5. Key stakeholders to be consulted for documentation development and review K6. Types of regulatory audits and related documentation requirements K7. Methods of conducting document management reviews
Abilities	A1. Advise clients on documentation requirements A2. Conduct due diligence checks A3. Perform AML checks A4. Report suspicious transactions	A1. Report suspicious transactions to relevant authorities A2. Report transactions to relevant stakeholders A3. Review transaction documents for compliance	A1. Establish organisation's documentation objectives and requirements A2. Develop documentation templates A3. Evaluate documentation management procedures

	A5. Prepare real estate transaction documents A6. Maintain documentation accuracy A7. Submit complete real estate transaction documents	A4. Implement document management systems A5. Implement document management policies A6. Review document procedures A7. Perform document management audits	A4. Revise documentation policies and procedures
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Real Estate Financing Guidance			
Provide advice to clients on property financing*.			
Professional Competency	Basic	Intermediate	Advanced
	Explain financing terms, financial plan and payment schedule and direct clients to appropriate professionals as needed	Advise clients on financing options based on risk profiles, long-term needs and property portfolio reviews	Develop investment-focused strategies and provide guidance on tailored property solutions
Knowledge	K1. Property financing terminologies K2. Sources of property financing K3. Loan eligibility K4. Total Debt Servicing Ratios (TDSR) K5. Financial calculations K6. Components of Financial Plan K7. Stamp duties and property taxation K8. Interest rates, loan-to-value (LTV) ratios K9. CPF and housing schemes available K10. Payment schedule	K1. Strategic property financing options K2. Investment yields K3. Investment planning tools K4. Risk profile analysis	K1. Complex financing instruments K2. Property portfolios K3. Property structures K4. Investment planning methodologies K5. Investment financial planning
Abilities	A1. Explain financing terminologies to clients A2. Analyse information to understand clients' financial commitments A3. Explain Financial Plan for real estate transactions A4. Address basic queries on real estate financial transactions A5. Direct clients' queries to relevant professionals A6. Advise clients on payment schedule and timelines	A1. Establish clients' property long term property needs and property asset appreciation opportunities A2. Assess clients' risk profile A3. Review clients' real estate portfolio based on clients' long-term needs, financial goals and risk profiles A4. Provide guidance on financing options for clients' long term financial goal	A1. Establish clients' investment requirements A2. Recommend suitable property investment strategies based on clients' investment profiles A3. Develop financial planning strategies for clients' investment requirements A4. Provide guidance on property investment financing strategies

* If estate agents and salespersons have any doubt or questions on the applicable financing provisions, they should advise their clients to consult relevant professionals on any matter or issue beyond their knowledge or expertise.

Real Estate Market Analysis			
Explain and apply real estate market data, economic indicators, and property trends to inform client advisory, valuation, and investment-related decisions.			
Professional Competency	Basic	Intermediate	Advanced
	Explain the impact of market conditions and economic trends that affect property values and client decisions	Analyse property and market data to derive insights and support client decisions in valuation, leasing, and investment	Lead strategic market evaluations and forecast market trends, identify risks and opportunities, to guide portfolio or investment decisions
Knowledge	K1. Property market sectors (residential, commercial, industrial, foreign) K2. Basic market cycle concepts K3. General supply and demand factors K4. Macroeconomic influences such as interest rates, inflation, GDP, employment K5. Key regulatory/policy impacts on markets (e.g. zoning, cooling measures)	K1. Real estate indices and forecasting trends K2. Market segmentation and submarket behaviour K3. Comparative Market Analysis (CMA) principles K4. Transaction benchmarking and market yield calculations K5. Policy and regulatory changes impacting demand and pricing K6. Valuation techniques	K1. Forecasting models and scenario planning K2. Risk and opportunity analysis in volatile or transitioning markets K3. Global-local market integration (cross-border influences) K4. Development pipeline impact on absorption and pricing K5. Advanced demographic and planning analytics (e.g. infrastructure rollouts, population trends)
Abilities	A1. Explain current market trends using published data A2. Describe how economic and policy factors influence real estate A3. Communicate basic market conditions to clients A4. Use available tools (e.g. portals, public data) to monitor price and transaction trend	A1. Analyse market trends from real estate datasets such as HDB, URA or other market information A2. Conduct CMA A3. Translate macroeconomic or regulatory shifts into client advice A4. Tailor analysis for clients A5. Recommend price positioning or timing strategies	A1. Develop strategic market reports and briefings A2. Provide expert advice on market entry, exit, or repositioning A3. Integrate market, financial, and planning data into investment strategies A4. Advise internal/external stakeholders on portfolio optimisation

			A5. Lead feasibility or risk analysis in new or uncertain markets
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Sustainable Real Estate Guidance			
Develop the appreciation of environmental sustainability* plans for real estate to enhance environmental performance.			
Professional Competency	Basic	Intermediate	Advanced
	Promote awareness of sustainability plans and communicate their implications on transactions and operations	Advise clients on sustainability impact, compliance with EMS and maintenance strategies to meet green objectives	Recommend sustainable property investments based on EMS alignment, operational opportunities, and return on investment
Knowledge	K1. Principles of environmental aspects and impacts on properties K2. Building systems' energy consumption parameters and characteristics K3. Passive cooling, ventilation and light enhancements K4. Prevailing codes of practice and standards for sustainability K5. Relevant prevailing regulatory and legislative requirements on sustainability K6. Environmental Management System (EMS) policies, procedures and practices K7. BCA standards for sustainability K8. Green Mark, Quality Mark and Construction Quality Assessment System (CONQUAS)	K1. Implementation of sustainability plans K2. Energy efficiency, cooling methods and carbon management for sustainability K3. Renewable energy systems for resource optimisation, waste reduction and energy efficiency K4. Relevant prevailing regulatory and legislative requirements on sustainability K5. Concept of sustainability investment	K1. Smart control techniques and strategies in buildings K2. Urban harmony, topicality, acoustics and smart buildings K3. Integrative sustainability solutions across disciplines K4. Cost Benefit Analysis (CBA) and Return on Investment (ROI) for sustainability solutions
Abilities	A1. Promote understanding and awareness of sustainability plans A2. Inform implications of sustainability plans on property transactions	A1. Provide guidance on implications of sustainability plans on property transactions	A1. Identify opportunities for building facilities to support sustainability plans

	A3. Inform compliance considerations pertaining to EMS policies, procedures and practices A4. Identify facility operations and maintenance implications to achieve green building strategies	A2. Provide guidance on compliance considerations pertaining to EMS policies, procedures and practices A3. Provide guidance on facility operations and maintenance implications to achieve green building strategies	A2. Recommend potential properties which meet EMS policies, procedures and practices A3. Provide investment recommendations based on CBA and ROI for sustainability
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Complaints and Dispute Resolution Management			
Manage complaints and disputes by implementing appropriate resolution approaches to find solutions to disagreements.			
Professional Competency	Basic Participate in resolution processes and support negotiation efforts to achieve positive outcomes	Intermediate Lead mediation efforts and communication strategies to resolve disputes and enhance outcomes	Advanced Develop organisational frameworks for dispute resolution
Knowledge	K1. Types of complaints and disputes K2. Types of evidence to support complaints and dispute cases K3. Communication and conflict resolution techniques K4. Relevant precedents on complaints and dispute resolution K5. CEA Dispute Resolution Scheme K6. CEA Dispute resolution processes	K1. Mediation purposes and outcomes K2. Types of disputes K3. Means of managing stakeholders in mediation process K4. Conciliation, adjudication, arbitration techniques	K1. Organisational policies and procedures to guide the implementation of CEA Dispute Resolution Scheme K2. Models and methods for engaging, negotiating and communicating with key stakeholders and clients K3. Standards or codes of practice relating to real estate practices, agreements, and terms and conditions of employment and service of salespersons K4. Arbitration and mediation processes for dispute resolution K5. Market trends and developments in relation to real estate disputes
Abilities	A1. Prepare cases to gather support for positions A2. Participate in dispute resolution processes to achieve desired dispute resolution outcomes	A1. Develop and review mediation guidelines, in consultation with stakeholders, to manage mediation processes	A1. Develop organisational policies and processes to manage complaints and disputes A2. Determine the organisation's position to prepare for handling disputes and

	A3. Obtain concurrence from involved parties to reach dispute resolution A4. Identify opportunities to strive for negotiation outcomes, to add value to the organisation and achieve win-win outcomes for involved parties A5. Manage self to maintain composure, self-confidence and resilience when dealing with challenges in the complaints/dispute resolution process	A2. Prepare for mediations in accordance with mediation guidelines A3. Set objectives to guide mediation processes A4. Use a range of communication techniques to mediate disputes successfully A5. Evaluate mediation outcomes to determine achievements against objectives and identify potential areas for improvement for future mediations	examine possible causes and sources of conflict A3. Document outcomes of disputes A4. Review the effectiveness of dispute processes A5. Communicate the agreed outcomes to relevant parties
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Data Management			
Implement data management systems to meet organisational requirements.			
Professional Competency	Basic Maintain data securely and accurately according to organisational requirements	Intermediate Establish data handling protocols according to organisational and regulatory requirements	Advanced Lead data governance to manage data risks
Knowledge	K1. Standard Operating Procedures (SOPs) for real estate documentation K2. Types of data for property transactions K3. Legislation and guidelines related to Personal Data Protection Act (PDPA) and Do Not Call (DNC) Registry for individuals K4. Legislation and guidelines related to property transactions K5. Legislation and guidelines related to real estate agency K6. Types of access rights	K1. Data specifications and requirements K2. Data documentation processes K3. Methods to structure databases K4. Database maintenance processes K5. Data security and integrity	K1. Data management policies and practices K2. Best practices and emerging trends for data management, and relevant technologies K3. Organisational strategies in data management K4. Techniques of evaluating effectiveness of data management processes and guidelines K5. Data integrity risks and compliance issues
Abilities	A1. Maintain data according to policies and procedures A2. Maintain access rights for data access A3. Provide data to requesting party in a secure and confidential manner	A1. Identify business requirements for data collection A2. Identify types of records to be kept A3. Determine access rights policy A4. Develop guidelines for proper record keeping A5. Identify systems for data storage	A1. Oversee data maintenance, preparation and management activities A2. Resolve issues of non-compliance with data management processes and policies A3. Evaluate the effectiveness of data management processes

			A4. Identify improvement opportunities to support and enable efficient data management A5. Devise risk mitigation plans for data management
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Professional Competency – Specialisation

Residential Properties Guidance			
Develop, maintain and convey knowledge of residential properties and stay updated on emerging residential property trends.			
Professional Competency - Specialisation	Basic	Intermediate	Advanced
	Establish clients' requirements and provide relevant advice on pricing, policies, procedures and restrictions of residential properties and transaction process	Assess clients' requirements and advise on property valuation and investment potential of residential properties based on market trends to support recommendations to clients	Analyse clients' requirements to develop property asset portfolios and investment strategies
Knowledge	K1. Types of residential properties K2. Characteristics and features of different residential properties K3. Marketing considerations for different residential properties K4. Types of clients' requirements K5. Approach to establish residential properties requirements K6. Residential properties pricing K7. Public residential properties policies and procedures K8. Private residential properties policies and procedures K9. Uncompleted properties policies and procedures K10. Restrictions for different residential properties K11. Restrictions on capacity to hold land K12. Planning permissions in Master Plan	K1. Residential property trends K2. Sources of property information K3. Impact of economic factors on residential properties K4. Impact of URA Master Plan changes for residential properties K5. Rental yields K6. Capital appreciation K7. Approach to establish investment requirements	K1. Impact of property policies K2. Impact of government land policies on property investment K3. Property investment strategies K4. Portfolio diversification and risk management

	K13. Development control for residential properties K14. Restrictions of foreign ownership K15. Transaction timelines		
Abilities	A1. Establish clients' requirements A2. Provide residential property information A3. Recommend potential properties that meet clients' needs A4. Prepare comparative market analysis of similar properties A5. Advise clients on transaction process A6. Address clients' queries	A1. Analyse residential property market trends A2. Analyse clients' requirements for property asset appreciation A3. Advise clients on potential and benefits of residential properties A4. Provide guidance on residential property valuations and investment potentials A5. Propose appropriate recommendations to meet clients' requirements	A1. Forecast property trends A2. Analyse clients' requirements for property asset portfolio A3. Evaluate investment strategies to suit clients' requirements

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Commercial Properties Guidance			
Develop, maintain and convey knowledge of commercial properties and stay updated on emerging commercial property trends.			
Professional Competency - Specialisation	Basic	Intermediate	Advanced
	Establish clients' requirements and provide relevant advice on licensing requirements, pricing, policies, procedures and permissible use of commercial properties and transaction process	Assess clients' requirements and advise on property valuation, investment potential and risk factors of commercial properties, based on market trends to support recommendations to clients	Facilitate corporate negotiations on commercial property transactions, formulate strategies and propose large-scale investments and portfolio optimisation
Knowledge	K1. Types of commercial properties K2. Characteristics and features of different commercial properties K3. Marketing considerations for different commercial properties K4. Types of clients' requirements K5. Approach to establishing commercial properties requirements K6. Commercial properties pricing K7. Business licensing requirements for commercial tenants K8. URA permissible use K9. URA zoning guidelines K10. Commercial property classifications K11. Commercial property requirements for different business operations K12. Commercial properties guidelines, including HDB regulations K13. Environmental and fire safety compliance requirements K14. Components of commercial agreement	K1. Commercial property trends K2. Sources of property information K3. Impact of economic factors on commercial properties K4. Rental trends K5. Yield calculations for different commercial properties K6. Capital appreciation K7. Tenant mix strategies and impact on rental income K8. Commercial property lease structures K9. Financing and tax incentives for property investments K10. Risk factors associated with commercial property investments	K1. Portfolio diversification, including Real Estate Investment Trusts (REITs) K2. Impact of government's control and intervention on property investment K3. Impact of government land policies on property investment K4. Complex business deal structures for commercial properties

	K15. Impact of GST on commercial property transactions		
Abilities	A1. Establish clients' requirements A2. Provide commercial property information A3. Highlight pertinent considerations relating to legislation and choice of commercial properties A4. Recommend commercial properties that meet clients' requirements A5. Prepare comparative market analysis of similar properties A6. Advise clients on transaction process A7. Address clients' queries	A1. Analyse requirements for property asset appreciation A2. Advise clients on potential and benefits of commercial properties offered in the market A3. Provide in-depth knowledge on commercial properties valuations and investment potential A4. Identify appropriate solutions to meet clients' requirements based on market trends	A1. Facilitate high-value corporate negotiations and commercial property transactions A2. Develop strategies for large-scale commercial investments and portfolio optimisation A3. Facilitate corporate decisions on commercial properties

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Industrial Properties Guidance			
Develop, maintain and convey knowledge of industrial properties, and stay updated on emerging industrial property trends.			
Professional Competency - Specialisation	Basic	Intermediate	Advanced
	Establish clients' requirements and provide relevant advice on licensing requirements, pricing, policies, procedures and permissible use of industrial properties and transaction process	Assess clients' requirements and advise on property valuation, investment potential and risk factors of industrial properties, based on market trends to support recommendations to clients	Drive corporate negotiations on industrial property transactions, formulate strategies and facilitate large-scale investments and portfolio optimisation
Knowledge	K1. Types of industrial properties K2. Characteristics and features of different industrial properties K3. Marketing considerations for different industrial properties K4. Types of clients' requirements K5. Approach to establishing industrial properties requirements K6. Industrial properties pricing K7. Business licensing requirements for industrial tenants K8. JTC policies and procedures K9. HDB industrial properties policies and procedures K10. URA permissible use K11. URA zoning guidelines K12. Industrial property classifications K13. Industrial property requirements for different business operations K14. Industrial properties guidelines K15. Environmental and fire safety compliance requirements	K1. Industrial property trends K2. Sources of property information K3. Impact of economic factors on industrial properties K4. Industrial property lease structures K5. Rental yields and yield calculations K6. Impact of clients' operations on space requirements K7. Environmental impact requirements and regulatory compliance for different industries K8. Financing and tax incentives for property investments K9. Risk factors associated with industrial property investments	K1. Portfolio diversification, including Real Estate Investment Trusts (REITs) K2. Impact of government's control and intervention on property investment K3. Impact of land policies on property investment K4. Complex deal structures for industrial properties

	K16. Components of industrial agreement K17. Impact of GST on industrial property transactions		
Abilities	A1. Establish clients' requirements A2. Provide industrial property information A3. Highlight pertinent considerations relating to legislation and choice of industrial properties A4. Recommend industrial properties that meet clients' requirements A5. Prepare comparative market analysis of similar properties A6. Advise clients on transaction process A7. Address clients' queries	A1. Analyse requirements for property asset appreciation A2. Advise clients on potential and benefits of industrial properties offered in the market A3. Identify pertinent information that impact industrial properties valuations and investment potential A4. Identify appropriate solutions to meet clients' requirements based on market trends	A1. Facilitate high-value industrial long-term lease negotiations A2. Develop strategies for large-scale industrial investments and portfolio optimisation A3. Facilitate corporate decisions on expansions, relocations and planning

* If estate agents and salespersons have any doubt or questions on the applicable matters, they should advise their clients to consult relevant professional on any matter or issue beyond their knowledge or expertise.

Foreign Properties Guidance			
Develop, maintain and convey knowledge of foreign properties, and stay updated on emerging foreign property trends.			
Professional Competency - Specialisation	Basic	Intermediate	Advanced
	Establish clients' requirements and provide relevant advice on legal requirements, financing, restrictions and cross-border risks of foreign properties and transaction process	Assess clients' requirements and advise on property valuation, investment potential and risk factors of foreign properties, based on market trends to support recommendations to clients	Predict global property market trends, and formulate appropriate strategies to facilitate foreign property investments and portfolio optimisation
Knowledge	K1. Foreign properties law K2. Foreign properties ownership K3. Investment restrictions in different foreign jurisdictions K4. Factors affect foreign property values K5. Impact of exchange rate on foreign property ownership K6. Property transaction process and documentation K7. Financing options for overseas purchases K8. Cross-border risks	K1. Property market trends K2. Sources of property information K3. Impact of economic factors on properties K4. International property laws and investment frameworks K5. Rental yields K6. Capital appreciation K7. Approach to establish investment requirements K8. Risks and returns of investing in overseas markets K9. Financing strategies K10. Cross-border taxation	K1. Global property market trends K2. Geopolitical risks and economic policies affecting foreign property investments K3. Multi-market investment strategies for international property portfolios K4. Global taxation laws and structuring techniques for asset protection
Abilities	A1. Establish clients' requirements A2. Provide foreign property information A3. Recommend potential foreign properties that meet clients' needs A4. Prepare comparative market analysis of similar properties A5. Advise clients on transaction process	A1. Analyse foreign property market trends A2. Analyse clients' requirements for property asset appreciation A3. Advise clients on potential and benefits of foreign properties A4. Advise clients on risk mitigation	A1. Forecast global property market trends A2. Analyse clients' requirements for property asset portfolio A3. Evaluate investment strategies to suit clients' requirements

	A6. Address clients' queries A7. Support due diligence processes for foreign property acquisitions A8. Communicate basic risks in cross-border property investments	A5. Provide guidance on foreign property valuations and investment potentials A6. Propose appropriate recommendations to meet clients' requirements A7. Develop financing strategies for foreign property investments A8. Facilitate property management services for overseas investors	A4. Develop strategies for foreign property investments and portfolio optimisation
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* If estate agents and salespersons have any doubt or questions on the applicable matters, they should advise their clients to consult relevant professional on any matter or issue beyond their knowledge or expertise.

Generic Competencies Plus (GC Plus)

Business Management for Self-Employed			
Comply with business regulatory policies and guidelines.			
Generic Competency Plus	Basic	Intermediate	Advanced
	Compile documentation required for fulfilment of regulatory requirements for self-employed	Organise and manage information for reporting purposes and oversee continuous improvement activities for reporting processes and systems	Develop and review regulatory reporting frameworks in alignment with organisational processes and compliance regulations
Knowledge	K1. Regulatory reporting requirements K2. Obligations of self-employed K3. Financial reporting K4. Taxation K5. CPF obligations of a self-employed K6. Reporting timelines	K1. Regulatory reporting requirements K2. Obligations of self-employed K3. Different types of reporting and relevant formats K4. Regulatory reporting procedures K5. Tax obligations K6. Types of non-compliance situations and issues K7. Sources of information and data required for reporting	K1. Regulatory reporting frameworks K2. Financial and organisational factors relating to risks and compliance K3. Organisational compliance strategies
Abilities	A1. Compile proper documentation for tax returns A2. Prepare documentation for regulatory filing A3. Fulfil regulatory requirements for self-employed A4. Manage personal finances	A1. Determine types of information required based on reporting objectives A2. Organise information and data into defined templates and/or meaningful categories A3. Manage continuous improvement activities for reporting processes and reporting systems	A1. Develop regulatory reporting frameworks aligned to organisational processes and structure A2. Review organisational reporting frameworks to include changes in regulations and/or reporting requirements A3. Conduct periodic reviews for accuracy of reports for submission

			A4. Establish regular communication with stakeholders
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Business Negotiation			
Conduct negotiations to establish win-win outcomes.			
Generic Competency Plus	Basic Participate in negotiations and take necessary follow-up actions	Intermediate Manage negotiations and refine negotiation policies	Advanced Establish negotiation policy and guidelines
Knowledge	K1. Negotiation objectives K2. Context of negotiation, which relates to negotiation objectives K3. Components of negotiation plans K4. Negotiation roles and responsibilities K5. Negotiation processes and techniques K6. Relevant precedents in past negotiations K7. Legislation and regulations pertaining to negotiations	K1. Negotiation styles K2. Results of effective negotiation K3. Conditions for successful negotiation K4. Organisational negotiation policies and guidelines K5. Legislation and regulations pertaining to negotiations	K1. Negotiation policies and guidelines K2. Effective negotiation strategies
Abilities	A1. Plan and prepare both parties for negotiation to support negotiation objectives A2. Apply communication and conflict resolution techniques to achieve desired negotiation outcomes A3. Finalise negotiation and take necessary follow-up actions to close negotiation A4. Monitor and evaluate negotiation outcomes against objectives in accordance with organisational procedures	A1. Plan and prepare for negotiation in accordance with negotiation strategies A2. Implement negotiation strategies according to negotiation guidelines during negotiation process A3. Provide feedback to relevant parties for negotiation policies refinement	A1. Drive the establishment of the organisation's negotiation policies and limits A2. Set negotiation guidelines to be used during negotiation process A3. Evaluate and refine negotiation policies and limits based on negotiation outcomes

Business Performance Management			
Implement organisational performance systems to meet business plans and objectives by establishing performance indicators, tracking progress and addressing gaps.			
Generic Competency Plus	Basic Implement organisational performance systems and monitor performance of team	Intermediate Manage organisational performance systems across teams	Advanced Formulate organisational performance systems in alignment with business objectives
Knowledge	K1. Relevant legal and regulatory requirements K2. Key performance indicators K3. Types of performance systems K4. Team's policies, products and processes K5. Performance monitoring and testing procedures	K1. Organisation's policies, products and processes K2. Root cause analysis procedures K3. Legal and ethical considerations relating to performance management K4. Models and methods of performance management	K1. Objectives of the organisation's performance systems K2. Emerging trends and regulatory standards of organisation performance management K3. Industry best practices in organisational performance systems K4. Implications and impact on individuals and the organisation arising from organisational performance measurement processes, and remuneration and performance management processes K5. Organisational risk management framework
Abilities	A1. Document operational functions of the organisational performance systems A2. Perform regular checks on business processes A3. Track the progress and performance of business processes	A1. Implement organisational performance systems A2. Design monitoring procedures for processes A3. Evaluate performance of the teams against goals set	A1. Work with stakeholders to identify performance management and remuneration requirements to develop management and reward strategies

	A4. Identify gaps in business processes and highlight areas for improvement A5. Perform modifications to close the gaps found in business functions	A4. Perform root cause analysis of performance systems A5. Develop reports with recommendations to address root causes and to close gaps A6. Translate blueprints into implementable action plans	A2. Develop organisational performance systems that are in line with business plans and objectives A3. Oversee the implementation of organisational performance systems to ensure consistency across the organisation A4. Develop key performance indicators to assess the overall performance of the organisation based on emerging trends A5. Review reports and develop blueprints to address organisational gaps A6. Monitor emerging and identified risks to assess their strategic impact on the organisation in accordance with organisational risk management framework
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Business Relationship Building			
Formulate both offline and online partnership strategies and identify, establish and maintain relevant network of strategic partners that provide value to the organisation.			
Generic Competency Plus	Basic	Intermediate	Advanced
	Develop day-to-day working relationships with strategic partners to facilitate collaboration and information exchange to support team and organisation's priorities	Establish working relationships with strategic partners in alignment with organisational goals to set foundation for mutually beneficial collaborations	Lead strategic partner engagement to identify opportunities to enhance relationships and guide collaborative efforts, aligning partner needs with organisational strategies and objectives
Knowledge	K1. Definition of offline and online strategic partners K2. Methods to identify strategic partners groups K3. Criteria for grouping strategic partners K4. Factors to consider when assessing strategic partners relationships K5. Communication techniques K6. Importance of trust in establishing strategic partners relationships	K1. Definition of offline and online strategic partners K2. Methods to identify strategic partners groups K3. Criteria for grouping strategic partners K4. Factors to consider when assessing strategic partners relationships K5. Communication techniques K6. Importance of trust in establishing strategic partners relationships K7. Methods of building trust and addressing gaps within relationships based on strengths and weaknesses	K1. Strategic offline and online business partners' and their issues of interest K2. Ways that organisation's strategic business partners may contribute to its strategic objectives K3. Contributions made by strategic business partners K4. Agreements between organisation and strategic business partners K5. Legal, regulatory, ethical and socio-cultural considerations related to maintaining strategic business partner relationships K6. Global market trends and opportunities
Abilities	A1. Build day-to-day working relationships with strategic partners A2. Pursue collaborative opportunities that will support mutually beneficial outcomes	A1. Assess the relationships between organisation and different strategic partners groups to support and enhance communication efforts	A1. Evaluate interests and needs of strategic partners to understand the existing and potential relationships with the organisation

	A3. Facilitate information exchange among strategic partners and team members to support organisational and team priorities A4. Evaluate and identify networking and collaboration needs and opportunities A5. Maintain online partnerships with key stakeholders	A2. Assess strategic partners' relationships with each other to determine alignment of goals A3. Establish strategic partners relationships with alignment of goals A4. Maintain strategic partners relationships to support organisational strategies and objectives A5. Manage and evaluate online partnerships A6. Enhance and build online partnerships A7. Negotiate online partnership agreement terms and conditions	A2. Evaluate factors impacting organisation's relationships with strategic partners to determine how to enhance relationships A3. Guide interactions and programmes with strategic partners to support organisational strategies and objectives A4. Establish and maintain networks and relationships with strategic partners to support organisational strategies and objectives
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Change Management			
Develop and implement change management initiatives, change management strategies and programmes.			
Generic Competency Plus	Basic Support change initiatives by identifying opportunities for improvement, assisting in implementation and adapting to change through continuous learning	Intermediate Implement change management programmes to ensure smooth adoption and continuous improvement	Advanced Lead organisational change by developing strategies, aligning change initiatives with business direction and fostering an environment conducive to sustainable transformation
Knowledge	- K1. Internal and external environments that can lead to change in the organisation - K2. Current organisational practices with regards to change - K3. Types of changes to work practices - K4. Relevant stakeholders in change processes - K5. Roles in change management programmes and initiatives - K6. Importance of pro-active involvement by participation in change management programmes - K7. Behavioural impact of change processes - K8. Scope of individual discretion and freedom to feedback with regards to change - K9. Ways in which improvements and changes can be suggested - K10. Avenues for professional learning and development	- K1. Internal and external environment that can impact change programmes - K2. Pitfalls, challenges and obstacles of successful change implementation - K3. Factors that support change management programmes and initiatives - K4. Components and steps to design effective change implementation plans - K5. Best practices in change communication - K6. Reasons for resistance to change management programmes and initiatives - K7. Mitigating actions to manage resistance to change - K8. Success criteria for change management programmes and initiative - K9. Needs and expectations of relevant stakeholders	- K1. Leadership role in change management processes - K2. Organisational change strategy and strategic business direction alignment - K3. Change management frameworks and models - K4. Risk management and barriers to change within an organisation - K5. Types of change management programmes - K6. Types of leadership styles and approaches and their impact on change management - K7. Drivers to implement and sustain change in the organisation - K8. Factors that support change management - K9. Stakeholder engagement in strategic change - K10. Key performance benchmarks and success indicators for change initiatives

			K11. Strategic resource management and allocation for change initiatives
Abilities	- A1. Identify opportunities for change within own scope of work to improve work processes - A2. Support implementation of change when required - A3. Support monitoring of effectiveness of change management programmes and initiatives - A4. Seek training, mentorship, or self-learning resources to adapt to change	- A1. Identify potential pitfalls, obstacles or challenges to smooth adoption and implementation of changes - A2. Communicate change management strategy, change management programme specific objectives and implementation plan to RESs - A3. Implement change management programmes and initiatives in accordance with implementation plans - A4. Manage resistance to change - A5. Assess progress of change management processes and procedures to manage challenges and opportunities - A6. Monitor and evaluate outcomes of change management programmes against programme-specific objectives - A7. Present project performance outcomes to relevant stakeholders in accordance with organisation procedures - A8. Implement continuous improvement processes and systems to ensure sustainable change implementation	- A1. Develop change management strategy and change management programmes in consultation with management - A2. Integrate strategic change management with strategic business directions - A3. Determine key performance benchmarks and change success indicators - A4. Create an environment conducive for change management - A5. Guide development and deployment of change management strategies in accordance with organisational culture - A6. Lead change in line with strategic plans - A7. Build an environment ready for change - A8. Ensure the required internal and external resources are acquired, in place, and of sufficient quantity and quality to facilitate the change - A9. Evaluate and refine change management strategies in accordance with organisational culture and interests of relevant stakeholders

Client Acquisition Management			
Develop client acquisition strategies as well as foster client relationships to attract new clients.			
Generic Competency Plus	Basic	Intermediate	Advanced
	Execute client acquisition programmes to increase client base, profile client and recommend improvements	Devise strategies to client bases, develop client acquisition plan and track success of client acquisition programmes	Chart strategic client acquisition directions to drive sustainable market expansion and cultivate emerging client segments
Knowledge	K1. Client acquisition plans K2. Client profiling K3. Sources of data for identifying identify needs and preferences of target clients K4. Methods to attract and nurture leads K5. Methods to build client relationships and convert leads K6. Success measures for client acquisition efforts	K1. Client acquisition strategies K2. Client retention strategies K3. Importance of client retention and increasing client acquisition rate K4. Data and metrics for tracking success of client acquisition programmes K5. Trends in client acquisition K6. Emerging technologies and/or technology platforms for client acquisition	K1. Strategic client acquisition strategies K2. Competitive positioning for differentiation in client acquisition K3. Client acquisition systems and frameworks K4. Importance of cultivating untapped client segments K5. Legal and ethical considerations in cultivating untapped client segments K6. Data analytics for identifying high-potential client segments K7. Strategic partnerships and alliances for expanding market reach K8. Costs of client acquisition programmes K9. Evolving technologies and/or technology platforms K10. Data analytics and performance measurements for client acquisition management
Abilities	A1. Profile existing target client bases A2. Conduct research to identify characteristics of target client bases	A1. Review existing client acquisition and retention plans	A1. Develop client acquisition strategies

	A3. Identify client preferences and needs of client bases A4. Gather data from current database and other relevant sources to identify personal preferences of target clients A5. Execute client acquisition programmes A6. Provide recommendations for improvement in client acquisition programmes	A2. Develop research construct on client insights and client behaviours A3. Confirm client segments to acquire A4. Establish client acquisition plans to acquire new clients A5. Track success of client acquisition programmes A6. Leverage emerging trends and technologies and/or technology platforms	A2. Devise client acquisition management systems and frameworks to acquire clients. A3. Identify emerging target client segments A4. Cultivate untapped client segments A5. Guide operational plan development to support achievement of client acquisition strategies A6. Set key performance indicators to evaluate client acquisition management A7. Identify performance metrics to measure the effectiveness of client acquisition management A8. Establish mechanisms to collate and report client acquisition data
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Client Experience Management			
Compile and analyse information gathered through various channels and manage communication across client touch points to ensure a consistent and pleasant client experience.			
Generic Competency Plus	Basic	Intermediate	Advanced
	Deliver consistent and professional client experiences and applying conflict resolution techniques to enhance engagement and uncover business opportunities	Develop client engagement plans and manage client engagement programmes resolving escalated issues to improve client experience throughout client life cycle	Establish strategic directions for client experience management to foster a client-centric culture, and drive industry partnerships to enhance overall client value proposition
Knowledge	K1. Various platforms to engage clients K2. Reasons for engaging with clients over various platforms K3. Organisational service guidelines and standards K4. Industry standards pertaining to client engagement K5. Methods to portray professional etiquette over various platforms K6. Structure of client service knowledge base K7. Property progression planning K8. Client's life cycle needs and home ownership K9. Principles of effective communication K10. Conflict resolution techniques K11. Personal Data Protection Act (PDPA) requirements pertaining to client engagement	K1. Components, purpose and benefits of an organisation client engagement plan K2. Client engagement programme design and management K3. Key Performance Indicators (KPIs) for measuring client experience K4. Legislative and regulatory requirements pertaining to client engagement K5. Service quality standards and benchmarks pertaining to client engagement and experience K6. Methods for identifying service gaps in existing client service guidelines K7. Types of information to be stored in a client service knowledge base K8. Conflict resolution and escalation management K9. Identification of service gaps in existing client service	K1. Client experience strategy and framework K2. Evaluation criteria for client experience recommendations K3. Best practices and techniques for fostering a client-centric culture K4. Strategic partnerships and collaborations to enhance client experience K5. Market trends, industry benchmarks and emerging technologies for enhancing client experience K6. Client value proposition K7. Impact of client experience on strategic business goals

		K10. Typical client life cycles	
Abilities	A1. Demonstrate professional etiquette across various client communication and engagement platforms in alignment with organisational guidelines and adhering to industry standards. A2. Uncover potential business opportunities based on client needs and preferences A3. Provide prompt service delivery that addresses clients' present needs while anticipating their future requirements A4. Apply best-fit conflict resolution techniques when handling objections and conflicts A5. Anticipate and proactively address client inquiries by providing relevant insights, market updates, and tailored responses to enhance the client experience	A1. Develop organisational level client engagement plans and programmes A2. Define service quality benchmarks and performance indicators A3. Manage client engagement programmes A4. Review existing client engagement programmes A5. Define requirements and guidelines for client engagement and service A6. Resolve escalated conflicts and cases A7. Evaluate client feedback to identify service gaps A8. Assess performance of the organisation against KPIs for measuring client experience A9. Propose recommendations to improve client experience throughout the client life cycle	A1. Develop agency-wider client experience strategy and framework A2. Integrate client experience management with business performance metrics A3. Foster a client-centric organisational culture A4. Lead strategic partnerships and collaborations to enhance client experience A5. Monitor market trends, industry benchmarks and emerging technologies for enhancing client experience A6. Forecast impact of recommendations on overall client value proposition A7. Evaluate and endorse proposed recommendations for mitigating gaps in current service standards

Client Management			
Manage clients with the goal of improving relationships with clients and achieving service requirements.			
Generic Competency Plus	Basic Adopt organisational guidelines and collaborate with partners / stakeholders to service clients	Intermediate Advance client relationships through analysis of client data and service innovation	Advanced Drive development of sustainable client relationship and culture for service innovation
Knowledge	K1. Real estate client behaviour K2. Types of triggers in the service environment K3. Methods to tailor client experience K4. Client needs and expectations K5. Principles of effective communication K6. Organisational requirements and procedures for client handling and service delivery K7. Characteristics of appropriate problem-solving tools and techniques K8. Methods of client needs' analysis K9. Real estate services partners	K1. Real estate client behaviour and decision-making process K1. Principles of effective client relationships K2. Client satisfaction metrics K3. Client relationship management tools K4. Methods to innovate service processes	K1. Real estate client decision-making process K2. Process, infrastructure and resource requirements for service operations K3. Service innovation framework K4. Principles of a service innovation culture K5. Service quality measurement and benchmarking K6. Methods for communicating service quality and client satisfaction performance to stakeholders K7. Strategies to establish value creating partnerships K8. Client advocacy and brand loyalty strategies
Abilities	A1. Identify triggers in the service environment that may lead to potential service challenges A2. Identify client needs and expectations	A1. Review analysis derived from various sources to establish client needs and expectations A2. Develop client account management framework to measure and evaluate client satisfaction	A1. Devise strategies to meet client's requirements and expectations A2. Formulate service innovation framework A3. Drive culture that promotes service innovation

	A3. Create positive client experience by offering customised and personalised services A4. Maintain client rapport to build client confidence A5. Apply service recovery procedures to respond to service challenges A6. Carry out measures to address urgent client needs A7. Identify areas of improvement as per client feedback A8. Collaborate with partners and stakeholders to provide value add services and post-sales follow-ups	A3. Adapt processes to measure and manage client satisfaction and feedback A4. Develop client service plan to support client A5. Facilitate innovation of service offerings to respond to emerging client's needs and expectations	A4. Cultivate value creating partnerships with clients A5. Devise service quality and client satisfaction performance against benchmarking criteria and key performance indicators A6. Synergise client and company advocacy
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Coaching and Mentoring			
Develop and foster a culture of coaching and mentoring.			
Generic Competency Plus	Basic Implement coaching and mentoring models and methods to address development needs of specific individuals	Intermediate Drive coaching and mentoring within team to ensure alignment with development objectives	Advanced Drive organisation's coaching and mentoring strategy to support long-term talent development
Knowledge	K1. Components of individual development plan K2. Process for completing individual development plans K3. Techniques for goal setting K4. Techniques to build trusted coaching and mentoring relationships K5. Coaching and mentoring techniques and models K6. Active listening methods K7. Questioning technique K8. Methods to provide actionable feedback K9. Methods and tools to track-individual development K10. Legal and ethical considerations and standards related to providing coaching and mentoring	K1. Organisation's learning roadmap K2. Process for formulating development plans K3. Methods for planning coaching and mentoring assignments and schedules K4. Strategies for implementing coaching and mentoring plans K5. Best practices of providing coaching and mentoring K6. Strategies to manage team dynamics	K1. Strategic intent of coaching and mentoring K2. Coaching and mentoring culture K3. Coaching and mentoring frameworks and approaches K4. Policies and processes for developing organisation's coaching and mentoring framework and guidelines K5. Key success indicators to measure effectiveness of coaching and mentoring
Abilities	A1. Document developmental gaps and opportunity areas learning areas/ opportunities based on inputs A2. Collaborate with individuals to set goals	A1. Develop team's development plans according to organisation's learning roadmap A2. Guide team members to set coaching and mentoring goals	A1. Articulate strategic intent for organisation's coaching and mentoring A2. Inculcate culture of coaching and mentoring

	A3. Implement coaching and mentoring models and methods to facilitate individual development A4. Apply active listening in coaching and mentoring conversations A5. Apply questioning techniques A6. Deploy tools to track individual development A7. Provide actionable feedback to learners in relation to achievement of development areas A8. Maintain documentation of coaching and mentoring A9. Align coaching and mentoring approaches to legal and ethical standards	A3. Plan coaching and mentoring assignments and schedules A4. Monitor implementation of coaching and mentoring plans A5. Review team members' performance A6. Manage team dynamics	A3. Establish policies and processes for coaching and mentoring framework A4. Devise organisation's coaching and mentoring guidelines aligned to desired outcomes A5. Define principles for designing development plans A6. Evaluate effectiveness of coaching and mentoring
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Conflict Management			
Build consensus, maintain the best interests of the organisation and utilise knowledge of conflict management techniques to diffuse tensions and achieve resolutions effectively.			
Generic Competency Plus	Basic Address conflict situations and take proactive actions to prevent recurrence	Intermediate Manage and diffuse conflicts between groups or individuals and propose improvements to workplace practices	Advanced Lead conflict resolution initiatives and develop conflict management systems to guide decision-making to align with organisational goals
Knowledge	K1. Signs, stages and causes of conflicts K2. Conflict resolution techniques K3. Legal and ethical considerations relating to conflict management K4. Organisational policies and procedures which provide clarifications or assistance in relation to the management of conflicts K5. Facilitation, communication and negotiation methods for managing conflicts K6. Individual roles and accountabilities for managing conflicts	K1. Organisational policies and procedures which provide clarifications or assistance in relation to the management of conflicts K2. Facilitation, communication and negotiation methods for managing conflicts K3. Team leader roles and accountabilities for managing conflicts	K1. Dispute resolutions and grievance procedures K2. Effective conflict management systems
Abilities	A1. Identify signs, stages and causes of conflicts with individuals or groups of people A2. Define the conflicts and highlight points of differences and/or contention objectively, taking into consideration social and cultural differences of parties involved	A1. Identify and resolve conflicts and minimise impact on other colleagues and clients A2. Review the effectiveness of the conflict resolution strategies A3. Deal with conflicts sensitively, courteously and discreetly through use of conflict resolution techniques	A1. Apply appropriate conflict management system and techniques in conflict resolution A2. Engage and negotiate effectively with organisational internal and external stakeholders to come up with appropriate resolutions

	A3. Respect individual viewpoints in managing conflicts within the team A4. Identify key issues within conflict situations A5. Take action to prevent the recurrence of conflicts	A4. Take responsibility for conflict outcomes A5. Identify potential areas of conflicts with team members and methods to overcome the issues at hand A6. Discuss and resolve conflicts between team members A7. Analyse and decide on the best resolutions for conflict initiative and enterprise skills to consider and suggest changes to workplace practices to avoid future conflicts A8. Coach team members to resolve conflicts and assess conflict situations to enable selection of the most appropriate resolution approaches A9. Monitor and review agreed actions to resolve conflicts A10. Research sources of internal and external assistance to resolve the conflicts	A3. Communicate effectively with internal and external stakeholders A4. Source for appropriate external or internal third-party interventions A5. Select and evaluate conflict resolution approaches in accordance with organisational policies and procedures A6. Implement conflict resolution approaches to reach mutually agreed outcomes A7. Evaluate outcomes to determine learning points for future conflict situations A8. Evaluate potential trade-offs to minimise conflicts across teams A9. Guide conflict resolution approaches in accordance with organisational policies and procedures to manage conflicts and reach mutually agreed outcomes A10. Lead teams in decision-making that lead to outcomes which are aligned to business objectives and act in the interest of the organisation
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Digital Marketing			
Develop, execute and evaluate digital marketing strategies and campaigns to promote online presence and deliver value proposition through the use of various digital marketing channels and platforms.			
Generic Competency Plus	Basic Adopt digital marketing techniques and track performance of digital marketing channels	Intermediate Develop digital marketing processes and evaluate performance of digital marketing channels to enhance engagement and achieve estate sales objectives	Advanced Define organisation's digital marketing strategy and lead integration of organisation's online presence with overall marketing strategy for greater returns
Knowledge	K1. Mobile marketing techniques K2. Content creation guidelines across digital marketing channels K3. Search Engine Optimisation (SEO) techniques K4. Search Engine Marketing (SEM) techniques K5. Principles of client-engagement marketing K6. Personal Data Protection Act guidelines K7. Principles of integrated digital marketing K8. Techniques to engage clients through digital platforms K9. Digital marketing mediums and their characteristics K10. Regulatory and ethical considerations in real estate marketing	K1. Performance criteria of digital marketing channels K2. Quantitative techniques to calculate Return on Investment (ROI) of digital marketing efforts K3. Benefits and limitations of different digital marketing channels K4. Differences and similarities between online and traditional consumer behaviour K5. Multi-channel attribution and customer journey mapping K6. Personal Data Protection Act K7. Technological advances in digital marketing K8. Digital marketing mediums and their characteristics K9. Digital channel selection and prioritisation frameworks K10. Regulatory and ethical considerations in real estate marketing	K1. Methods for analysis of digital marketing Return of Investment (ROI) K2. Key Performance Indicators (KPIs) for digital marketing K3. Integrated Digital Marketing (IDM) strategy and models K4. Framework for designing an integrated digital marketing strategy K5. Techniques to draw insights from marketing analytics K6. Developments in emerging marketing channels K7. Technological advances in digital marketing K8. Digital marketing mediums and their characteristics

Abilities	- A1. Analyse traffic flow and conversion rates of digital marketing channels for trends - A2. Deploy mobile-friendly digital assets and campaigns - A3. Perform keyword discovery, expansion and optimisation for SEO - A4. Manage Pay-Per-Click (PPC) accounts on search platforms - A5. Deploy mobile-friendly digital assets and campaigns - A6. Create content for target market across digital marketing channels and media platforms - A7. Execute engagement plans for online clients - A8. Implement organisation's data privacy policies - A9. Identify trending topics across online communities and forums - A10. Identify digital trends relevant to the organisation's marketing strategies	- A1. Review Key Performance Indicators (KPIs) of digital marketing channels - A2. Calculate ROI of client acquisition tools and digital marketing channels - A3. Develop processes to integrate online and traditional marketing campaigns - A4. Develop processes to create a seamless online presence over web, social, mobile and other digital platforms - A5. Evaluate channel strategies that balance client needs and business strategies - A6. Develop organisational guidelines for privacy and appropriate use of personal data - A7. Make decisions on digital channel priorities	- A1. Evaluate ROI for online client acquisition tools and digital marketing channels - A2. Formulate Key Performance Indicators (KPIs) for digital marketing channels - A3. Define goals and objectives of digital marketing strategy - A4. Lead development of a seamless online presence over web, social, and mobile - A5. Integrate digital marketing to overall marketing strategy in alignment with digital trends - A6. Translate visions for online marketing into coherent digital marketing strategies - A7. Lead digital channel marketing portfolio strategy - A8. Drive strategic direction of organisation for greater returns by growing and optimising existing digital channels
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Learning and Development			
Develop knowledge, skills and abilities of individual and teams to support capability development of organisation.			
Generic Competency Plus	Basic Identify and evaluate individual learning needs to enhance personal knowledge, skills, and abilities	Intermediate Develop and implement team learning plans to support team capability building	Advanced Define organisational learning strategies to implement development plans, aligning learning initiatives with evolving industry trends
Knowledge	K1. Learning and performance needs analysis K2. Learning goals K3. Characteristics of competency-based learning K4. Components of individual learning plan	K1. Team learning needs analysis K2. Organisational learning strategies and learning plans K3. Components of team learning plans K4. Best practices in designing team learning plans K5. Sources of learning K6. Selection of learning resources K7. Market trends and development for identifying new and emerging skill requirements K8. Relevant professional or industry codes of practice and standards K9. Methods for measuring learning outcomes against set learning goals	K1. Industry landscape and learning and development trends K2. Relevant professional or industry codes of practice and standards relating to learning and development K3. Organisational policies and procedures relating to learning and development K4. Organisational learning needs analysis K5. Organisational strategies and learning plans K6. Evaluation models and methods to assess effectiveness of learning strategies and plans
Abilities	A1. Identify individual learning and performance needs A2. Set individual learning goals A3. Apply competency-based learning in self-development of knowledge, skills and abilities	A1. Conduct team learning needs analysis A2. Prioritise team's learning needs based on organisational learning strategies and learning plans A3. Develop team learning plan A4. Implement team learning plan	A1. Track evolving industry landscape and learning and development trends A2. Develop organisation's learning strategies, policies, procedures and learning plans

	A4. Interpret learning plan A5. Evaluate individual learning goals	A5. Support team in drafting learning and development plans A6. Provide resources and support for learning and development A7. Review learning outcomes against learning goals	A3. Establish performance indicators and measures on success of learning strategies and learning plans A4. Prioritise learning and development programmes A5. Guide team managers in developing and implementing team learning plans A6. Evaluate effectiveness of learning strategies and learning plans
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Marketing Strategy Development			
Define marketing strategy, consider critical industry trends, client segments and market developments as well as the communication and implementation of the strategy.			
Generic Competency Plus	Basic	Intermediate	Advanced
	Support development of marketing strategy and lead implementation of marketing efforts enhancing marketing plans to align with critical market trends	Develop targeted marketing strategies for specific properties and services in alignment with emerging trends and organisation's strategy	Define overarching marketing strategy by considering macro-trends, anticipating industry and technology shifts, and inspiring employee commitment to strategy
Knowledge	K1. Organisation's business model and revenue drivers K2. Critical client segments K3. Market gap analysis K4. New marketing trends and technologies K5. Elements of properties or service roadmaps K6. Marketing implementation and execution planning K7. Regulatory and ethical considerations in real estate marketing	K1. Types of marketing strategies and their applications K2. Client segmentation and targeting in real estate K3. Market demand generation strategies K4. Assessment of market potential K5. Key market trends and developments in related industries K6. Technology and digital capabilities and trends K7. Concepts of marketing automation K8. Strategic properties and service positioning K9. Best practices in communication to secure internal buy-in for marketing strategy	K1. Macro trends affecting consumer patterns and demand for properties and services K2. Current and emerging macro trends K3. Internal and external variables and factors impacting real estate patterns and demand K4. Competitive positioning and differentiation strategies K5. Techniques for determining business viability of new marketing technologies K6. Principles underpinning industry and technology evolution K7. Market projection and forecasting techniques K8. Approaches to fostering stakeholders' commitment toward organisational marketing strategy

			K9. Approaches for integration of marketing with sales and agency functions
Abilities	A1. Support the development of marketing strategy A2. Identify client segments, market gaps and competitors A3. Identify emerging marketing trends and technologies A4. Assess competitive forces A5. Highlight impact of various market trends A6. Enhance new roadmaps and marketing plans to align with critical trends and developments A7. Lead action planning and implementation of marketing efforts	A1. Develop a marketing strategy for specific properties and services A2. Determine critical clients and assess market potential in the context of the organisation's business model A3. Evaluate applicability of emerging market trends and technologies A4. Highlight key trends in related industries that impact demand A5. Assess technology and digital capabilities and trends impacting marketing strategy A6. Synthesise impact of market trends with organisation's strategy A7. Lead internal communications of the marketing strategy	A1. Define overarching marketing strategy in line with market developments and business objectives A2. Anticipate future trends and technology shifts A3. Determine business viability of incorporating new marketing technology or automation A4. Forecast emerging market needs A5. Inspire commitment of sales teams and individuals toward organisational marketing strategy A6. Integrate marketing strategy with sales strategy and other agency functions

People Management			
Manage the recruitment, performance and development of individuals.			
Generic Competency Plus	Basic Provide support and guidance to team members to optimise individual and team performance	Intermediate Align individual and team performance with organisational goals by providing resources, managing performance frameworks, supporting career development, fostering team engagement, and contributing to recruitment efforts	Advanced Develop and implement people management strategies and enhance organisational culture, performance and retention
Knowledge	K1. Performance appraisal procedures K2. Rewards and recognition schemes K3. Team goals and standards	K1. Recruitment and retention process K2. Mediation principles K3. Conflict management methods K4. Counselling skills K5. Negotiation techniques K6. Motivational techniques in people management K7. Organisation's people development framework K8. Principles of networking K9. Disciplinary policies and guidelines	K1. Leadership and management in complex organisations K2. Recruitment, retention and development systems K3. Organisation's policies and guidelines for succession planning K4. People development framework K5. Legal and ethical considerations relating to people management K6. Concepts and theories of people engagement K7. Engagement plans K8. Organisation's mentoring framework and guiding principles K9. Recruitment trends, methods and strategies K10. Principles of workplace culture development and management

Abilities	- A1. Conduct unbiased performance reviews - A2. Optimise performance of individuals and teams - A3. Manage resources for the team's work - A4. Participate in development of work plans and identify key performance targets - A5. Keep individuals focused on activities that achieve team goals - A6. Coach new or junior RESs in conduct of duties	- A1. Address individual's disciplinary issues - A2. Review profession-specific performance - A3. Provide resources to support individuals in their achievement of key performance targets - A4. Manage individuals with different capabilities and initiate career planning - A5. Manage people development framework - A6. Identify learning needs of team members - A7. Prioritise and review work plans to ensure alignment to organisational strategic goals - A8. Support recruitment process - A9. Drive engagement within team - A10. Engage team and maintain morale - A11. Recruit RES - A12. Assist in identifying RES with high potential to groom them for leadership positions	- A1. Work with HR to formulate strategies for recruitment and capability development - A2. Implement people development frameworks - A3. Interpret organisational policies and impact of team performance - A4. Develop a succession planning strategy - A5. Identify critical roles and positions to provide opportunities to groom successors - A6. Identify potential successors to key positions. - A7. Work with managers and identified successors to create and implement development and retention plans - A8. Mentor identified successors to develop capabilities needed for future roles - A9. Manage workplace culture and the effect of culture on morale - A10. Drive people development and retention strategy - A11. Define competencies needed for performance and development - A12. Identifying learning and development needs for organisation - A13. Perform career planning for organisation
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Productivity and Innovation Strategy			
Articulate productivity and innovation strategies, develop a productivity management framework as well as manage systems to evaluate effectiveness in promoting continuous improvements.			
Generic Competency Plus	Basic	Intermediate	Advanced
	Implement productivity and innovation roadmaps for productivity improvement	Establish productivity management frameworks and roadmaps to achieve desired productivity and innovation outcomes	Define strategic objectives for productivity and innovation, establish key performance metrics to measure desired productivity levels, and endorse productivity management framework to ensure alignment with organisational goals
Knowledge	K1. Productivity and innovation strategy K2. Details of the productivity and innovation road map and action plan for the implementation of productivity and innovation framework	K1. Productivity and innovation concepts and goals for the organisation K2. Quantitative and qualitative indicators commonly used in measuring organisation's productivity K3. Quantitative and qualitative indicators commonly used in measuring organisation's innovation K4. Methods to analyse the relationship between productivity measurements and factors that influence productivity K5. Methods to analyse the relationship between productivity measurements and factors that influence innovation	K1. Productivity and innovation concepts and goals for the organisation K2. Ways in which productivity and innovation play an important role K3. Assessment of qualitative and quantitative factors that influence productivity and innovation K4. Productivity management structures to facilitate productivity framework implementation in the organisation and their characteristics
Abilities	A1. Assign responsibilities and accountabilities to team for implementation of the productivity and innovation roadmap	A1. Develop productivity and innovation strategy A2. Facilitate establishment of a productivity and innovation management structure	A1. Articulate objectives pertaining to formulation of productivity and innovation strategies A2. Define performance metrics to indicate desirable productivity levels

	A2. Create awareness for the productivity improvement initiative and communicate details of the road map and action plan to team A3. Engage and encourage RES to participate in the productivity improvement initiative	A3. Assign responsibilities and accountabilities to stakeholders for implementation of the productivity and innovation framework A4. Link performance, recognition and rewards to productivity and innovation according to results of productivity measurements	A3. Endorse organisational productivity management framework
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Sales Closure			
Perform and execute selling strategies to complete sales of properties to the satisfaction of buyers and sellers.			
Generic Competency Plus	Basic	Intermediate	Advanced
	Conduct closing of property sales to clients' satisfaction	Supervise closing of property sales and develop selling guidelines	Evaluate organisation's sales closure process and follow up action.
Knowledge	K1. Techniques for closing a sale K2. Range of buyer motives K3. Key competitors and properties requirements K4. Strategies to focus clients on specific properties K5. Types of client behaviours and cues K6. Types of clients buying motivations including functional and emotional motivations K7. Information on client demographics, lifestyles and purchasing power K8. Organisational procedures related to closing and processing sales	K1. Sales follow-up techniques K2. Methods to analyse client motivation, preferences and needs	K1. Evaluation criteria of sales closure process K2. Methods to analyse client motivation, preferences and needs K3. Analytics for sales follow-up action
Abilities	A1. Adhere to organisational procedures for sales processing and closing A2. Apply organisational procedures to manage queries A3. Make appropriate recommendations to meet clients' requirements A4. Complete sales process A5. Perform sales follow-up action	A1. Supervise sales closure process A2. Develop organisational selling guidelines A3. Recommend guidelines to make recommendations based on client preferences	A1. Develop organisational evaluation metrics for sales closure process A2. Develop organisation procedures for sales follow-up action

Sales Management			
Develop, monitor, and implement sales plan to achieve business objectives.			
Generic Competency Plus	Basic Implement sales action plan to optimise sales	Intermediate Formulate sales plan to drive achievement of sales targets	Advanced Define sales strategy to align with business objectives and long-term goals
Knowledge	K1. Key elements of sales plan K2. Property sales cycles K3. Market and clients analysis K4. Sales management system in the organisation K5. Commission structures	K1. Organisation's business model K2. Components of a sales plan K3. Market demand generation strategies K4. Target setting methodology K5. Process of cascading sales targets K6. Processes for monitoring organisation's sales targets	K1. Macro trends affecting patterns and demand for products and services K2. Industry trends and potential impact on sales K3. Approaches to defining overarching sales strategy K4. Business strategy alignment with sales operations K5. Sales forecasting techniques K6. Key elements of a sales plan K7. Organisation's target markets
Abilities	A1. Provide inputs for development of sales plans based on organisation sales cycles, clients profile and past sales performance trends A2. Design action plans to achieve the team's sales plans A3. Lead the implementation of the sales plan A4. Analyse actual sales against sales plan A5. Evaluate outcomes and effectiveness of sales and marketing activities A6. Motivate team to achieve team's targets through communication	A1. Formulate sales plans with periodic adjustments A2. Develop a strategy to create market demand for properties and services A3. Set organisation's sales targets A4. Cascade organisation's sales targets to different teams A5. Guide team's development of sales plan to achieve cascaded sales targets A6. Review actual sales against planned sales for organisation	A1. Forecast sales growth based on a holistic understanding of broad industry trends, economic indicators and internal business factors A2. Define overarching sales strategy in line with market projections and business objectives A3. Align sales and revenue generation plan with the broader business strategy A4. Establish target market and clients A5. Integrate sales plan with market strategy

	A7. Review market trends and raise potential changes in sales trends and activities A8. Develop responsive actions to improve sales performance A9. Propose initiatives to optimise sales	A7. Evaluate business environment to determine potential impact and changes to sales targets A8. Modify sales strategy and plans based on evaluation of outcomes	A6. Revise overall sales target in alignment with current business environment and overall sales performance A7. Evaluate organisation's sales performance against overall sales targets
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Sales Target Management			
Evaluate and monitor sales target and performance to plan and initiate actions to achieve excellence in sales delivery.			
Generic Competency Plus	Basic	Intermediate	Advanced
	Execute sales plans to support sales target achievement and enhance service delivery	Oversee team's sales performance and develop responsive actions to optimise sales achievement	Define sales targets in alignment with strategic objectives to drive organisational sales performance
Knowledge	K1. Trends in client behaviour K2. Key elements and features of sales plan K3. Process in generating sales data and plan K4. Internal factors impacting sales outcomes K5. Setting of individual sales targets K6. Competitor activities K7. Economic activities K8. Role of client feedback in growing sales	K1. Sales performance metrics and Key Performance Indicators (KPIs) K2. Techniques to develop sales plan K3. Evaluative techniques for sales performance K4. Implications of competitor activities on sales teams' performance K5. Implications of economic activities on sales teams' performance K6. Techniques for growing sales for new and existing clients' base K7. Impact of marketing and promotional initiatives on sales K8. Techniques to manage sales channels	K1. Organisation's sales strategic objectives K2. Organisation's sales performance K3. Budgeting and resource allocation K4. Impact of competitor activities on strategic objectives K5. Impact of economic activities on strategic objectives K6. Techniques to forecast overall sales targets K7. Techniques to revise overall sales targets
Abilities	A1. Interpret client behaviour trends to anticipate needs, adapt strategies, and enhance service delivery A2. Generate sales data and plan against sales targets A3. Analyse market intelligence on competitors and clients' demand A4. Provide inputs to sales target development	A1. Set sales teams' targets, sales performance metrics and KPIs according to overall sales targets A2. Develop sales plan according to sales targets A3. Motivate team to achieve sales targets A4. Review business environment and raise potential changes in targets	A1. Establish sales targets in alignment with organisation's strategic objectives A2. Assess impact of sales performance against organisation's strategic objectives A3. Allocate budgets and resources to support sales initiatives

	A5. Execute sales plan to generate sales and achieve sales targets A6. Analyse feedback from clients on factors affecting sales	A5. Evaluate sales channels' and sales teams' performance against sales target A6. Develop responsive actions to improve sales performance and achievement of sales targets	A4. Evaluate impact of competitor activities on organisation's strategic objectives A5. Assess impact of economic activities on organisation's strategic objectives A6. Forecast overall sales targets A7. Revise overall sales targets
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Service Leadership			
Drive organisation's service vision, mission and values.			
Generic Competency Plus	Basic Role model organisation's service vision and encourage service excellence	Intermediate Lead team to operationalise organisation's service mission and foster client-centric environment	Advanced Champion organisation's service excellence ethos and foster client-centric service culture
Knowledge	K1. Characteristics of role model K2. Organisation's vision, mission and values K3. Methods to demonstrate organisation's vision, mission and values K4. Methods to encourage delivery of service excellence K5. Techniques to promote a client-centric environment K6. Methods to monitor performance of self and team	K1. Characteristics of service leader K2. Methods to operationalise organisation's vision, mission and values within team K3. Methods to promote a client-centric culture K4. Methods to influence service team to achieve service excellence K5. Methods to analyse the performance of team	K1. Components of organisation's client-focused strategy that champions service excellence ethos K2. Methods to advocate service excellence ethos to internal stakeholders K3. Methods to evaluate effectiveness of client-focused strategy K4. Types of market trends and opportunities
Abilities	A1. Demonstrate characteristics of role model that reflect organisation's vision, mission and values A2. Encourage team to deliver service excellence A3. Promote client-centric culture within the service environment to achieve service excellence A4. Monitor performance of self and team to ensure consistency with organisation's guidelines	A1. Demonstrate roles and responsibilities of leader in operationalising organisation's vision, mission and values A2. Promote client-centric environment to influence team to achieve service excellence A3. Analyse performance of team to identify follow-up actions for improvement	A1. Design client-focused strategy A2. Create client-centric culture in organisation A3. Advocate service excellence ethos to obtain buy-in from internal stakeholders A4. Translate service excellence ethos into tangible targets and behaviours A5. Initiate incentives and rewards schemes for teams and individuals

			A6. Evaluate client-focused strategy to determine corrective actions A7. Review client-focused strategy in line with market trends and opportunities
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Stakeholder Management			
Engage stakeholders and manage expectations by identifying and addressing needs, setting service standards and resolving issues in accordance with organisational procedures.			
Generic Competency Plus	Basic Engage stakeholders to address their needs and build relationships	Intermediate Establish structured processes and guidelines for proactive stakeholder engagement and relationship management	Advanced Drive strategic engagement with stakeholder to maximise outcomes and foster long-term partnerships
Knowledge	K1. Stakeholder mapping K2. Activities involved in managing stakeholder relationships K3. Methods to build rapport and understanding K4. Communication techniques for different stakeholders K5. Methods to identify levels of stakeholders' influence K6. Industry best practices in stakeholder management K7. Cultural awareness	K1. Key principles of strategic stakeholder engagement K2. Matrix to assess strategic value of stakeholders K3. Strategic stakeholder management styles K4. Changes and trends in stakeholders' demands and priorities K5. Industry best practices in information feedback procedures, methodologies and analysis K6. Cost-benefit analysis	K1. Key processes and considerations in formulating stakeholder management strategy K2. Changes and trends in stakeholders' demands and priorities K3. Stakeholder engagement strategies and techniques K4. Potential ethical and cultural barriers to strategic alignment K5. Roles and accountabilities of stakeholder groups K6. Relationships between organisation's strategies and continuous process improvements
Abilities	A1. Conduct stakeholder mapping to determine roles, interests, expectations and influence of stakeholders A2. Facilitate networking opportunities to build relationships	A1. Establish organisation's guidelines for stakeholder engagement A2. Formulate proactive processes that prioritise stakeholder engagement A3. Develop communication strategies to build successful relationships with key strategic stakeholders	A1. Develop business partner stakeholder analysis A2. Drive engagement plans with strategic stakeholders A3. Prioritise stakeholder engagements to achieve optimal outcomes

	A3. Engage relevant stakeholders to understand expectations and requirements A4. Apply communication techniques to relate to different stakeholders A5. Build relationships with relevant stakeholders	A4. Establish key stakeholder relationship management	A4. Apply market and industry knowledge to drive stakeholder engagements
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Strategy Planning			
Develop organisational strategies and policies by analysing the impact of internal and external influencing factors and seeking consultation from relevant stakeholders.			
Generic Competency Plus	Basic Support organisational strategy development for management endorsement	Intermediate Drive strategic planning to align with internal and external influencing factors	Advanced Lead organisational transformation to enhance competitiveness
Knowledge	K1. Review operational plans to relevant stakeholders for endorsement K2. Types of resources K3. Outcomes of effective resource allocation K4. Relevant stakeholders K5. Relevant organisational strategies, objectives, processes K6. Tools and methodologies to review systems and processes	K1. Processes to develop organisational strategies and policies K2. Impact of internal and external influencing factors K3. Various organisational systems and processes K4. Types of key performance indicators	K1. Competitor analysis K2. Strategic objectives of the organisation K3. Objectives of strategic plans K4. Methods of setting organisational goals and targets K5. Types of strategic risks K6. Types of organisational analysis K7. Objectives of organisational analysis K8. Implications of organisational analysis on organisation
Abilities	A1. Tools and methodologies to review systems and processes A2. Determine resource needs to ensure successful implementation of business function strategy A3. Develop resource management allocation plans to determine sufficiency and optimal utilisation of the organisation	A1. Drive effective resource allocation A2. Drive the organisation's strategic plans A3. Devise corporate strategy and policy that anticipate risk A4. Set key performance indicators to assess operational plans A5. Analyse impact of internal and external influencing factors on organisational strategies and policies	A1. Transform the organisation's competitive position A2. Synergise resource allocation to drive performance A3. Transform the organisation's strategy plans to consider macro-trends A4. Transform the corporate strategy and policy to appropriately anticipate risk, uncertainty

	A4. Monitor and review resource usage to determine sufficiency and optimal utilisation of resources A5. Review the organisation's strategic plans to consider ongoing trends A6. Propose organisational strategies and policies and present to management for endorsement A7. Propose solutions to gaps and areas of improvement to further enhance organisational systems and processes	A6. Review and refine strategies and policies and present to management for endorsement A7. Report operational plans to relevant stakeholders for endorsement purposes.	A5. Identify strategic needs of organisation to enhance organisational performance A6. Set organisational directions, organisational goals and targets to contribute to organisational strategies A7. Review and evaluate findings to determine implications on the organisation
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Generic Competencies Plus (GC Plus) – Critical Core Skills

Aligned with SkillsFuture Singapore's Critical Core Skills (CCSs)

Adaptability			
Exercise flexibility in behaviours or approaches to respond to changes and evolving contexts.			
Critical Core Skills	Basic Modify behaviours and approaches to respond to changes and evolving contexts	Intermediate Manage change in evolving contexts	Advanced Foster a culture of flexibility that caters to changes and evolving contexts
Knowledge	K1. Ideation techniques K2. Experimentation techniques K3. Problem solving techniques K4. Emotional regulation techniques K5. Questioning techniques K6. Information processing techniques K7. Self-awareness concepts K8. Impact measurement techniques	K1. Stakeholder analysis techniques K2. Group dynamic concepts K3. Collaboration styles K4. Coaching and mentoring techniques K5. Risk analysis techniques K6. Self-reflection techniques K7. Strategies to evaluate impact of new ideas, improvements or solutions	K1. Organisation's vision, objectives and operating climate K2. Strategies to build resilient teams K3. Strategies to drive the continuous development of new approaches K4. Risk mitigation strategies K5. Strategies to identify emerging industry disruptors and trends K6. Change management strategies K7. Stakeholder dynamics K8. Stakeholder management strategies K9. Conflict management strategies
Abilities	A1. Demonstrate an openness to seek and interpret opinions and practices different from own A2. Seek out information about changes or evolving contexts which may impact work activities or priorities	A1. Assess the impact of changes and evolving contexts to identify ways to adapt skills or processes A2. Analyse the rationale for change or underlying factors driving evolving contexts	A1. Articulate strategic goals to navigate through periods of change and evolving contexts A2. Evaluate the impact on the operating climate, emerging trends and industry disruptors

	A3. Set short-term goals in order to perform work activities effectively during periods of change A4. Adjust existing work activities in response to new instructions, guidelines or operating procedures A5. Assess own reactions to changes and evolving contexts to improve future responses and behaviours A6. Monitor own work performance to identify potential development areas to enhance responses to changes and evolving contexts A7. Identify appropriate skills and training which could improve one's response and behaviour to changes and evolving contexts	A3. Develop creative solutions to address challenges and leverage on opportunities arising from changes and evolving contexts A4. Evaluate inputs from various stakeholders and different courses of actions to determine how to navigate through change and evolving contexts A5. Prioritise work activities in order of criticality to navigate through change and evolving contexts A6. Coach team members in responding to changes and evolving contexts A7. Reflect on responses to change and evolving contexts to recommend future actions, behaviours and approaches	A3. Determine potential opportunities and/or risks of change or evolving contexts A4. Direct the development of new and alternative approaches to respond to changes and evolving contexts A5. Guide stakeholders to successfully navigate through change and disruptions A6. Lead the resolution of any issues which impact the organisation's ability to adapt to changes and evolving contexts A7. Review existing strategies and approaches to changes and evolving contexts
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Building Inclusivity			
Collaborate with stakeholders from different backgrounds or with different abilities, including diversity dimensions such as race, ethnicity, religion, gender orientation, age, physical and learning ability, education, socio-economic status and political belief, to understand the interests of diverse groups and build an inclusive work environment.			
Critical Core Skills	Basic Demonstrate sensitivity to the differences in diversity dimensions and perspectives	Intermediate Manage relationships across diverse groups within the organisation	Advanced Oversee the develop and implement processes and practices which build an inclusive work environment and enable diverse groups to work effectively together
Knowledge	K1. Self-awareness concepts K2. Diversity dimensions and preferences K3. Types of unconscious bias K4. Fair employment practices	K1. Barriers to workplace diversity and inclusion K2. Communication styles K3. Interpersonal communication techniques K4. Social psychology concepts K5. Group dynamics concepts K6. Strategies to manage unconscious bias	K1. Inclusion strategies and best practices K2. Dimensions and behaviours of non-inclusion K3. Types of social, political, economic and cultural factors which impact stakeholder interactions K4. which impact stakeholder interactions K5. Conflict management strategies K6. Emerging trends impacting perspectives on diversity K7. and inclusion K8. Best practices for promoting inclusivity
Abilities	A1. Demonstrate understanding of different types of personal values, beliefs, perceptions and attitudes when interacting with diverse groups A2. Conduct oneself in accordance with the organisation's inclusion policies and practices	A1. Convey cultural intelligence and sensitivity towards differing values, beliefs and behaviours across diverse groups A2. Promote behaviours and practices that support diversity and inclusion in the organisation	A1. Guide the develop policies and practices to build inclusion and eliminate biases A2. Endorse inclusive outcomes and initiatives across the organisation A3. Champion support for the needs of diverse groups within the organisation

	A3. Participate in interactions with diverse groups within the organisation A4. Adopt active listening and demonstrate respect for and acknowledge diverse perspectives or differences A5. Assess own behaviour to identify unconscious biases when operating in a diverse environment A6. Support the development of inclusivity-related communication materials	A3. Ensure diversity in the composition of work teams A4. Adapt communication styles to accommodate diversity in stakeholder dynamics and establish common ground A5. Facilitate conversations to encourage mutual respect and understanding A6. Review own behaviour and work processes for improvements to reduce unconscious bias A7. Communicate the organisation's inclusivity related values and the rationale for inclusive practices	A4. Design open and psychologically safe environment for the expression of diverse views A5. Manage conflicts and address non-inclusive behaviours A6. Champion the organisation's inclusion-related communication efforts across internal and external platforms
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Collaboration			
Manage relationships and work collaboratively and effectively with others to achieve goals.			
Critical Core Skills	Basic Contribute to a positive and cooperative working environment by fulfilling own responsibilities, managing interpersonal relationships and providing support to others to achieve goals	Intermediate Build relationships and work effectively with internal and external stakeholders to create synergies in working towards shared goals	Advanced Establish team effectiveness and manage partnerships to create a cooperative working environment which enables the achievement of goals
Knowledge	K1. Types of collaboration tools and platforms K2. Team roles and responsibilities K3. Team communication techniques K4. Diversity dimensions and preferences K5. Behavioural styles K6. Knowledge sharing methods and tools K7. Listening techniques K8. Emotional intelligence dimensions K9. Techniques to develop empathy K10. Workplace and social etiquette	K1. Types of team structures K2. Types of team development methods K3. Team goal-setting concepts K4. Group facilitation and problem-solving methods K5. Stakeholder analysis techniques K6. Persuasion methods K7. Communication styles K8. Interpersonal communication techniques K9. Personality types and interpersonal needs K10. Emerging virtual collaboration tools and platforms	K1. Organisation's vision, objectives and operating climate K2. Team organisation theories K3. Motivation theories K4. Measures of team effectiveness K5. Behavioural science concepts K6. Stakeholder dynamics K7. Stakeholder management strategies K8. Best practices in virtual collaboration K9. Conflict management strategies K10. Types of social, political, economic and cultural factors which impact stakeholder relationships
Abilities	A1. Perform work activities collaboratively with others to foster team spirit and contribute to identified goals	A1. Identify shared goals which require collaboration to facilitate the achievement of team and organisational objectives	A1. Champion the development of an open and collaborative organisational culture A2. Establish organisational policies and procedures that promote a cooperative working environment

	- A2. Demonstrate a positive attitude in various situations and interactions with stakeholders - A3. Share information, knowledge and experiences with co- workers - A4. Implement collaboration tools and platforms to enable different types of collaboration and information sharing - A5. Seek to understand others' situations, perspectives and emotions - A6. Build rapport with co-workers to maintain relationships - A7. Escalate information pertaining to conflicts in teams to relevant stakeholders - A8. Seek feedback from co-workers on own role and performance in the team	- A2. Organise teams in a manner that capitalises on team members' strengths - A3. Adapt methods of interaction to cater to the needs and motivations of others - A4. Align values, beliefs and perceptions amongst team members to establish harmonious working relationships - A5. Guide team members to manage work challenges and tasks in a positive manner - A6. Develop partnerships with key internal and external stakeholders to achieve win-win outcomes - A7. Resolve issues arising from working in teams - A8. Provide feedback to team members on their roles, working styles and performance in the team - A9. Suggest tools and platforms which could be integrated to facilitate virtual collaboration and enhance productivity of teams	- A3. Drive mutual understanding between teams across the organisation to encourage the achievement of shared goals - A4. Navigate diverse views and opinions within and beyond the organisation to achieve beneficial outcomes - A5. Build strategic alliances and partnerships to achieve desired organisational objectives - A6. Oversee the resolution of conflicts or removal of barriers to collaboration across the organisation - A7. Devise feedback processes to ensure the organisation strives to work cooperatively and continuously improve - A8. Evaluate the effectiveness of virtual collaboration across the organisation to recommend improvements
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Communication			
Convey and exchange thoughts, ideas and information effectively through various mediums and approaches.			
Critical Core Skills	Basic Communicate with others to share information, respond to general inquiries and obtain specific information	Intermediate Tailor communication approaches to audience needs and determine suitable methods to convey and exchange information	Advanced Synthesise information and inputs to communicate an overarching storyline to multiple stakeholders
Knowledge	K1. Range of technical and non-technical vocabulary K2. Verbal and non-verbal communication techniques K3. Writing techniques K4. Listening techniques K5. Emotional intelligence dimensions K6. Types of communication channels and tools K7. Information processing techniques K8. Questioning techniques K9. Information confidentiality and disclosure considerations	K1. Verbal and non-verbal signals K2. Communication styles K3. Behavioural insights concepts K4. Types of writing styles K5. Presentation and information structuring techniques K6. Types of visualisation tools and techniques K7. Stakeholder analysis techniques K8. Techniques for analysing audience reactions K9. Interpersonal communication techniques K10. Two-way communication techniques K11. Persuasion methods	K1. Storytelling techniques K2. Negotiation strategies K3. Stakeholder dynamics K4. Stakeholder management strategies K5. Strategies to drive behaviour change K6. Strategies to overcome communication roadblocks K7. Emerging communication channels and tools
Abilities	A1. Identify appropriate communication channels to convey or exchange information	A1. Analyse communication objectives, types of stakeholders and needs to determine communication priorities	A1. Evaluate stakeholder dynamics and context to establish communication objectives and principles

	A2. Deploy listening techniques to engage with and understand the audience A3. Ask questions to seek clarity when receiving information A4. Present ideas using concise and clear language A5. Implement verbal and non-verbal communication techniques to convey and receive information across communication channels A6. Define desired outcomes for the exchange of information	A2. Evaluate communication objectives, styles, verbal and non-verbal signals to adapt communication approaches and channels A3. Present information in a structured flow and format which is reflective of audience needs A4. Determine relevant information and visualisation techniques to share and convey a persuasive viewpoint A5. Adapt communication approaches continuously to respond to audience reactions A6. Analyse information exchanged to identify communication gaps A7. Encourage two-way interactions and seek feedback on communication approaches	A2. Synthesise various information sources and communication objectives to create a persuasive storyline A3. Anticipate responses from stakeholders to adapt approaches appropriately A4. Manage sensitive communications with discretion and tact A5. Evaluate different stakeholder viewpoints to determine appropriate negotiation strategies A6. Establish alignment between diverse stakeholders with differing viewpoints to achieve constructive outcomes A7. Evaluate emerging communication channels and tools to define adoption opportunities
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Creative Thinking			
Adopt diverse perspectives in combining ideas or information and making connections between different fields to create different ideas, improvements and solutions.			
Critical Core Skills	Basic	Intermediate	Advanced
	Connect ideas or information to propose and test ideas, improvements and solutions which challenge current assumptions or ways of working	Integrate multiple ideas and information from across various fields to develop solutions and new ways of working which address specific issues and deliver impact	Cultivate a culture of innovation and creativity across the organisation to push boundaries and reshape goals and possibilities
Knowledge	K1. Process analysis techniques K2. Types of information collection tools K3. Ideation techniques K4. Experimentation techniques K5. Problem solving techniques K6. Brainstorming techniques K7. Lateral thinking techniques K8. Impact measurement techniques	K1. Research and information collection approaches and processes K2. Strategies for managing creative processes K3. Techniques for developing imagination K4. Visualisation techniques K5. Types of innovation drivers K6. Types of barriers to creativity K7. Convergent and divergent thinking techniques K8. Strategies to evaluate impact of new ideas, improvements or solutions	K1. Strategies to create a safe space for creative exploration and experimentation K2. Storytelling techniques K3. Innovation management strategies K4. Strategies to evaluate lateral, convergent and divergent thinking techniques K5. Emerging applications of innovation or creative solutions across industries K6. Strategies to drive the continuous improvement of the creative processes
Abilities	A1. Employ process analysis techniques to review current work processes and identify potential improvement areas A2. Collect information related to potential new ideas, improvements	A1. Identify the desired outcomes of creative thinking processes A2. Analyse improvement areas to prioritise work areas for action	A1. Champion organisation's creativity and innovation goals A2. Foster an organisational culture that encourages creative imagination, experimentation and innovation

	or solutions using a variety of identified tools A3. Apply lateral thinking techniques to improve current ways of performing work activities A4. Share inputs during brainstorming sessions to support the generation of ideas A5. Conduct experiments to test ideas, improvements or new solutions in own work areas A6. Collect information to monitor implementation of ideas, improvements or new solutions against impact criteria	A3. Develop resource and information collection approaches and processes for identified improvement areas A4. Facilitate exercises with different stakeholders to enable the generation of ideas and imaginative solutions A5. Integrate convergent and divergent thinking techniques to develop new approaches, ideas or solutions A6. Collaborate with internal and external stakeholders to consider how ideas, improvements or new solutions from other areas can be applied to different contexts A7. Deploy visualisation techniques to communicate proposed new ideas, improvements or solutions A8. Design experiments to trial the implementation of ideas, improvements or solutions A9. Design criteria to measure impact of new ideas, improvements or solutions A10. Analyse outcomes of experiments using an iterative process to continuously improve the implementation of ideas, improvements or new solutions	A3. Synthesise research and information from various sources within the organisation to determine potential synergies or opportunities for organisation-wide innovation initiatives A4. Evaluate the implementation of lateral, convergent and divergent thinking techniques to design “out-of-the-box” ideas, improvements or solutions which push the boundaries and solve problems A5. Engage with internal and external stakeholders to communicate compelling narratives and rationale for implementing new ideas, improvements or solutions A6. Evaluate outcomes of design experiments to recommend new ideas, improvements or solutions to be implemented across the organisation A7. Evaluate emerging applications of innovations or solutions across industries to determine any relevant applications within own organisation A8. Establish strategies to analyse the effectiveness of creative processes across the organisation
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Customer Orientation			
Identify the needs of customers, both internal and external, to deliver an effective customer experience.			
Critical Core Skills	Basic Demonstrate an understanding of customer needs or objectives to respond in a way which delivers an effective customer experience	Intermediate Build relationships with customers to anticipate needs and solicit feedback to improve the customer experience	Advanced Foster the creation of an effective customer experience
Knowledge	K1. Customer needs analysis K2. Types of data collection tools and methods K3. Customer listening methods and guidelines K4. Customer feedback management systems K5. Organisation's service policies and procedures K6. Organisation's customer experience philosophy	K1. Customer behavioural patterns K2. Service evaluation models K3. Customer experience metrics K4. Customer experience management strategies K5. Customer relationship management strategies	K1. Strategies to design customer experience philosophies K2. Strategies to develop service policies and procedures K3. Types of business strategies and operations K4. Organisation's vision and objectives K5. Emerging industry and market trends K6. Stakeholder dynamics
Abilities	A1. Analyse customer needs or perspectives to identify appropriate responses or actions A2. Demonstrate positive outlook and behaviour in customer interactions in line with organisation's customer experience philosophy	A1. Analyse multiple information sources on customer behaviour and trends to anticipate customers' needs and expectations A2. Evaluate customer needs to prioritise responses or action based on urgency and criticality	A1. Establish the organisation's customer experience philosophy and strategy for service delivery A2. Guide the development of service policies and procedures to create a customer experience which prioritises customer needs or objectives

	A3. Respond to customer requests in accordance with the organisation's service policies and procedures A4. Identify potential customer experience issues to be escalated A5. Collect data to measure defined customer experience parameters or metrics A6. Suggest potential methods to improve customer experience A7. Apply learnings from customer feedback to improve customer experience and service standards	A3. Analyse customer engagements and conduct follow-up actions to analyse customer experience A4. Manage critical customer issues and identify appropriate service recovery interventions A5. Analyse customer experience metrics to identify areas for improvement or gaps in customer experiences A6. Recommend changes to the organisation's service policies or procedures to improve customer experience A7. Implement strategies to maintain relationships with customers to cultivate loyalty and trust	A3. Balance strategic and operational requirements against the fulfilment of customer needs to design effective customer experience management strategies A4. Evaluate the impact of emerging industry and market trends on the customer experience to pre-empt customer issues A5. Champion customer-oriented behaviours across the organisation A6. Define metrics to measure customer experience A7. Advocate for continuous improvement in customer experience across the organisation to drive service excellence
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Decision Making			
Choose a course of action from several alternatives developed through a structured process in order to achieve intended goals.			
Critical Core Skills	Basic	Intermediate	Advanced
	Follow processes to make decisions which achieve intended goals using given information and guidelines	Implement structured decision making processes and analyse multiple sources of information to propose solutions	Define decision making criteria, processes and strategies and evaluate their effectiveness
Knowledge	K1. Decision making processes K2. Decision making tools and techniques K3. Decision making styles K4. Decision making pitfalls and errors K5. Impact measurement techniques K6. Ethical guidelines, standards and procedures	K1. Decision evaluation and prioritisation frameworks K2. Stakeholder analysis techniques K3. Group decision making methods K4. Risk analysis techniques	K1. Decision making criteria and strategies K2. Decision automation tools K3. Organisation's vision, objectives, and operating climate K4. Organisation communication techniques K5. Risk mitigation strategies K6. Regulatory frameworks and policies
Abilities	A1. Follow decision making processes which align with organisational guidelines, standards and procedures A2. Gather relevant information to support ideation and decision making processes A3. Participate in brainstorming activities to develop solutions during decision making processes	A1. Implement structured decision making processes which align with timelines and refer to multiple sources of available information A2. Analyse required information for decision making and direct the collection of relevant information A3. Facilitate decision making processes within teams to design innovative solutions	A1. Evaluate contexts to determine critical decision making points and requirements A2. Define criteria to be analysed through decision making processes A3. Formulate decision making strategies and processes based on sources of information A4. Communicate the importance of robust, evidence-based decision making processes

	A4. Collate information on impact of decisions made and suggest improvements	A4. Assess impact and feasibility of solutions to provide recommendations A5. Analyse risk factors for proposed solutions or outcomes of decision making processes and devise mitigation strategies A6. Develop implementation plans for solutions or outcomes of decision making processes in adherence to organisational guidelines, standards and procedures A7. Review outcomes of the decisions made to determine whether goals have been met A8. Calibrate the results and consequences of the decisions made to propose improvements to decision making processes	A5. Synthesise sources of information to prioritise solutions in alignment with organisational priorities, operational and strategic considerations A6. Articulate decisions amongst internal and external platforms to guide key stakeholders and obtain buy-ins A7. Leverage existing and emerging tools to automate decision making processes A8. Evaluate potential causes of barriers to making effective decisions A9. Endorse improvements to decision making strategies and processes
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Developing People			
Empower others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals.			
Critical Core Skills	Basic Create individual career and development plans, and support co-workers in performing their work activities	Intermediate Develop and coach team members to identify and leverage their strengths to enhance performance	Advanced Foster a conducive environment to enable employees' professional and personal development, in alignment with the organisation's objectives and goals
Knowledge	K1. Personal strengths inventory K2. Goal-setting techniques K3. Learning styles K4. Organisational performance goals K5. Outcomes of career planning K6. Techniques to provide constructive feedback	K1. Coaching and mentoring techniques K2. Motivation and reinforcement concepts K3. Listening techniques K4. Organisation learning and development policies and procedures K5. Questioning techniques K6. Self-reflection techniques K7. Performance review techniques	K1. Career management reporting K2. Career development strategies K3. Engagement and empowerment techniques K4. Performance management processes and frameworks K5. Organisation's vision, objectives, and operating climate
Abilities	A1. Initiate career planning activities to identify learning and development goals A2. Identify links among personal, professional and organisational performance goals A3. Support co-workers in executing work activities to achieve intended goals and improve work performance A4. Share career planning related experiences with co-workers	A1. Guide team members in identifying personal and professional goals A2. Coach and mentor team members on achieving personal, professional and organisational goals A3. Evaluate individual strengths, capabilities and learning styles to create tailored coaching and development interventions in different contexts	A1. Build support for organisation-wide capability development interventions to facilitate the attainment of personal and professional goals A2. Guide employees to understand the principles for translating organisational objectives to personal and professional goals A3. Provide expertise on coaching and mentoring techniques A4. Create or recommend platforms and procedures to enable exposure to new

	A5. Participate in activities that challenge self and contribute to capability development A6. Provide constructive feedback to co-workers in accordance with organisational guidelines, standards and procedures	A4. Facilitate discussions with team members to ensure accountability for setting goals and development plans A5. Advise team members on the formulation of career development plans A6. Recommend stretch goals and opportunities to harness the potential of team members A7. Provide continuous feedback and reinforce behaviours that contribute positively to performance or growth	opportunities and enriching experiences within the organisation A5. Champion the development of a supportive and positive climate which encourages continuous improvement and development within the organisation
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Digital Fluency			
Leverage digital technology tools, systems, and software across work processes and activities to solve problems, drive efficiency and facilitate information sharing.			
Critical Core Skills	Basic Perform work processes and activities using identified digital technology tools, systems and software	Intermediate Identify opportunities and evaluate risks of integrating digital technology tools, systems and software across work processes and activities	Advanced Drive the creation of a digital culture and environment, educating stakeholders across the organisation on the benefits and risks of digital technology tools, systems and software
Knowledge	K1. Digital terminologies K2. Digital etiquettes K3. Types of digital search and information collection tools K4. Types of digital technology tools, systems and software K5. Types of technology-enabled communication channels K6. Organisation's InfoComm Technology troubleshooting and Information Technology (IT) back-up processes K7. Organisation's IT, personal data and privacy policies K8. Types of cyber security risks K9. Organisation's policies to monitor cyber security risks	K1. Emerging digital technology tools, systems and software K2. Emerging digital communication channels K3. Methods to evaluate suitability of digital technology tools, systems and software K4. Types of visualisation tools and techniques K5. Technology implementation processes K6. Problem solving techniques K7. Decision evaluation and prioritisation frameworks K8. Risk assessment techniques K9. Strategies to manager cyber security risks	K1. Best practice applications of digital technology tools, systems and software K2. Emerging trends in the digital environment K3. Strategies to manage technology implementation K4. Digital education strategies K5. Types of digital training programmes K6. Strategies to manage InfoComm Technology troubleshooting and back-up processes K7. Strategies to manage cyber security risk strategies and policies K8. Strategies to manage personal data and privacy policies K9. Legal and regulatory frameworks related to digital technology tools, systems and software

		K10. Types of metrics to measure effectiveness of digital tools, systems and software	
Abilities	- A1. Interpret instructions and actions based on digital terminologies - A2. Operate identified digital technology tools, systems and software to perform own work processes and activities - A3. Present information using identified digital technology tools, systems and software - A4. Exchange information with other stakeholders using identified technology-mediated communication channels - A5. Perform searches to source information using digital search and information collection tools - A6. Assess the credibility of information sourced using digital search and information collection tools - A7. Organise digital content to be stored and retrieved in line with organisational requirements - A8. Adhere to organisation's personal data and privacy policies - A9. Follow organisation's cyber security policies to identify potential risks	- A1. Analyse work processes and activities across own team to identify potential applications of digital technology tools, systems or software which drive efficiency and solve problems - A2. Evaluate emerging digital technology tools, systems or software to propose applications which drive efficiency and solve problems in own team - A3. Identify applications of different visualisation techniques and tools to analyse and present information - A4. Deploy processes to manage technology implementation - A5. Review usage of digital technology tools, systems and software to identify any breaches of organisation's digital and IT policies - A6. Assess current applications of digital technology tools, systems or software to propose improvement areas	- A1. Champion the benefits of digital applications and advancements to build an organisation-wide community which focuses on digital approaches and adopts a digital mindset - A2. Synthesise emerging trends in the digital environment to anticipate changes required to organisation's current digital technology tools, systems and software - A3. Oversee the progress of digital intervention implementations across the organisation - A4. Champion digital education strategies across the organisation to address digital literacy skill gaps and drive continuous learning - A5. Influence stakeholders to communicate the narrative of digital transformation and manage any change barriers - A6. Direct the development and implementation of organisational digital and IT policies - A7. Guide the analysis of past breaches of organisational digital and IT policies to mitigate future impacts of cyber

			security issues, data breaches or system failures
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Global Perspective			
Operate in cross-cultural environments, demonstrating an awareness of the wider global context and markets to identify potential opportunities and risks.			
Critical Core Skills	Basic	Intermediate	Advanced
	Demonstrate an understanding of global challenges and opportunities to work effectively in a cross-cultural environment	Develop global networks and determine impact of global context and trends on the organisation's vision, objectives and operating climate	Lead the resolution of the challenges of operating in a cross-cultural environment and build the organisation's capabilities to compete in a global environment
Knowledge	K1. Research techniques K2. Types of information collection tools K3. Knowledge sharing methods and tools K4. Verbal and non-verbal communication techniques K5. Types of communication channels and tools K6. Modes of collaboration K7. Diversity dimensions and preferences K8. Self-awareness concepts K9. Workplace and social etiquette	K1. Research and information collection methodologies K2. Organisation structure K3. Macro-economic, environmental, technology, political and social trends K4. Methods to analyse impacts of global trends K5. Types of networks K6. Stakeholder analysis techniques K7. Communication styles K8. Barriers to workplace diversity and inclusion	K1. Organisation's vision, objectives and operating climate K2. Types of global business strategies K3. Types of business performance metrics K4. Emerging research on macro-economic, environmental, technology, political and social trends K5. Stakeholder management strategies K6. Inclusion strategies and best practices K7. Types of social, political, economic and cultural factors which impact cross-cultural collaborations K8. Conflict management strategies K9. Best practices for businesses operating in global and cross-cultural environments
Abilities	A1. Conduct research on identified global challenges or opportunities	A1. Develop research and information collection approaches and processes	A1. Establish objectives for global development and cross-cultural

	A2. Exchange information using identified knowledge sharing methods and tools A3. Seek opportunities to source for diverse perspectives beyond immediate environment A4. Participate in interactions with diverse groups within the organisation to source for relevant perspectives on global challenges and opportunities A5. Conduct oneself in accordance with the organisation's inclusion policies and practices A6. Monitor own behaviour to identify any non-inclusive practices	to analyse impact of global context and trends on team's work area A2. Analyse outcome of research on global trends to determine impact on work area and identify potential opportunities and risks A3. Review internal structures and external operating climate to identify opportunities to build global networks A4. Prepare for interactions with global stakeholders by learning about workplace and social etiquette in different countries and cultures A5. Analyse global and local perspectives when evaluating information and making decisions A6. Identify barriers to workplace diversity and inclusion when operating in cross-cultural environments A7. Recommend refinements to existing systems, processes and policies to facilitate global and cross- cultural cooperation	cooperation which align with organisation's vision, objectives and operating climate A2. Champion the importance of understanding the global environment and encouraging cross-cultural collaborations A3. Anticipate global developments in order to position the organisation for potential opportunities or risk management A4. Synthesise inputs and analyses from various sources to determine potential impact of global context and trends on business operating climate, vision and performance A5. Lead the identification of opportunities within and beyond the organisation to broaden exposure to global environments and trends A6. Lead the resolution of conflicts which may occur during global collaboration or in cross-cultural environments A7. Endorse changes to existing systems, processes and policies that facilitate global and cross-cultural collaboration A8. Evaluate the impact of individual and organisational actions on local communities and the wider social, economic, political or environment sphere
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Influence			
Influence behaviours, beliefs or attitudes in order to achieve desired outcomes and solutions.			
Critical Core Skills	Basic Demonstrate empathy to understand the feelings and actions of others and communicate in ways that limit misunderstandings and influence others on operational issues	Intermediate Develop relationships with stakeholders to build confidence, alignment and communicate desired purpose, goals or objectives	Advanced Build consensus with stakeholders to achieve desired outcomes on matters of strategic importance
Knowledge	K1. Diversity dimensions and preferences K2. Emotional intelligence dimensions K3. Listening techniques K4. Problem solving techniques K5. Types of communication channels and tools K6. Verbal and non-verbal communication techniques K7. Knowledge sharing methods and tools K8. Questioning techniques	K1. Types of networks K2. Verbal and non-verbal signals K3. Stakeholder analysis techniques K4. Strategies to develop trust K5. Interpersonal communication techniques K6. Communication styles K7. Persuasion methods K8. Techniques for analysing audience reactions K9. Collaboration techniques	K1. Goal or purpose setting strategies K2. Strategies to drive behaviour change K3. Negotiation strategies K4. Motivation theories K5. Types of social, political, economic and cultural factors which impact stakeholder relationships K6. Stakeholder dynamics K7. Stakeholder management strategies K8. Storytelling techniques K9. Conflict management strategies
Abilities	A1. Develop a clear understanding of purpose and desired goals or outcomes A2. Analyse stakeholder responses and interactions to understand needs A3. Encourage stakeholders to share views and opinions to enable an	A1. Identify stakeholders and networks that are critical in meeting desired goals and objectives A2. Integrate different stakeholders into the decision making process to garner their support A3. Utilise combinations of logic, conviction and interpersonal skills	A1. Establish alignment among different stakeholders' needs and objectives to achieve intended outcomes A2. Establish key stakeholder relationships to ensure goals and objectives are achieved

	understanding of different perspectives A4. Appreciate nuances and impact of diversity dimensions and cultural backgrounds when interacting with stakeholders A5. Communicate to stakeholders in a manner which encourages open conversations and reduces potential misunderstandings A6. Adapt personal style to demonstrate empathy and enable the communication of desired goals A7. Ask questions to understand stakeholders' responses or potential issues	when communicating desired goals and objectives A4. Align ideas and plans with relevant stakeholders to build ownership and garner buy-in A5. Ensure decisions made are supported with relevant experience, facts and knowledge A6. Articulate pros and cons behind decisions taken and proposed to build confidence amongst stakeholders A7. Present findings and thoughts in an open and flexible manner A8. Escalate issues to senior stakeholders if own efforts to enlist support have not succeeded	A3. Share strategic insights in a manner that addresses the issues and interests of relevant stakeholders A4. Evaluate compromises to gain commitment from relevant stakeholders A5. Endorse win-win solutions that benefit all parties involved A6. Anticipate objections and challenges that potentially impact desired results A7. Negotiate issues that impact long-term strategic objectives
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Learning Agility			
Deploy different learning approaches which enable continuous learning across different contexts to drive self-development and the achievement of long-term career goals.			
Critical Core Skills	Basic	Intermediate	Advanced
	Identify opportunities and targets for learning to facilitate continuous career development	Deploy various learning approaches in different settings to maximise opportunities for learning and self-reflection and measure their impact on the achievement of career goals	Establish an organisational culture of continuous learning to encourage the adoption of new learning approaches and identification of new learning opportunities
Knowledge	K1. Goal-setting techniques K2. Career planning techniques K3. Methods to gather feedback about own performance from others K4. Questioning techniques K5. Types of feedback channels K6. Types of learning preferences K7. Types of learning modes K8. Techniques to structure learning approaches	K1. Career management strategies K2. Coaching and mentoring techniques K3. Experimentation techniques K4. Self-directed learning techniques K5. Self-reflection techniques K6. Strategies to measure impact of learning outcomes K7. Types of learning and development pathways K8. Techniques to apply learning outcomes	K1. Best practices in learning and development K2. Career development strategies K3. Emerging learning trends, approaches and theories K4. Methods to tailor learning approaches K5. Methods to overcome learning obstacles K6. Purposes of learning goals K7. Strategies to evaluate learning effectiveness
Abilities	A1. Collect feedback from internal and external sources on own career and learning development A2. Identify areas of strengths and development needs by internalising experiences, feedback and knowledge acquired	A1. Communicate the importance of knowledge sharing and feedback to team members A2. Design personal learning and development pathways which maximise learning opportunities	A1. Champion the importance of self-reflection and development to foster a culture of continuous learning across the organisation A2. Formulate long-term career development strategies to determine

	A3. Set learning goals in line with development needs, interest areas and career plans A4. Record previous learning experiences in order to identify own learning preferences A5. Review different learning modes to identify suitable systematic learning approaches which meet own development needs A6. Use appropriate questioning techniques in different settings to acquire new skills and knowledge A7. Document own progress against learning goals	across multiple contexts, modes and content areas A3. Evaluate learning goals to determine potential opportunities for collaborative learning or exchange of knowledge and skills with other stakeholders A4. Prioritise opportunities to apply new knowledge or skills across multiple different work areas or disciplines A5. Integrate mentoring or reverse mentoring approaches to enable continuous self-reflection and feedback sharing A6. Identify learning opportunities which can support the development of team members A7. Implement different learning approaches to test strengths and weaknesses of different approaches for own learning goals A8. Analyse effectiveness and impact of learning on work performance and development against defined criteria A9. Measure progress against learning goals to identify potential stretch targets or adjustments to be made to learning approaches	priority learning goals and opportunities A3. Define criteria to evaluate learning approaches for diverse development needs A4. Evaluate causes of learning obstacles to recommend alternative approaches A5. Lead the development and implementation of organisational learning initiatives A6. Leverage organisation-wide networks to establish opportunities for cross-organisational learning exchanges and initiatives A7. Spearhead the integration of mentoring approaches across the organisation A8. Devise criteria to measure learning effectiveness and impact on work performance and development A9. Assess emerging learning trends, approaches and theories to recommend improvements to learning approaches and initiatives
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Problem Solving			
Generate effective and efficient solutions to solve problems and capitalise on new opportunities.			
Critical Core Skills	Basic Identify problems and implement guidelines and procedures to solve problems and test solutions	Intermediate Determine underlying causes of problems and collaborate with other stakeholders to implement and evaluate solutions	Advanced Anticipate potential problems to drive a culture of continuous improvement which seeks to turn problems into opportunities across the organisation
Knowledge	K1. Problem identification techniques K2. Questioning techniques K3. Types of corrective actions K4. Problem solving processes, tools and techniques K5. Experimentation techniques K6. Impact measurement techniques	K1. Root cause analysis techniques K2. Decision evaluation and prioritisation frameworks K3. Exercises for developing big picture thinking approaches K4. Strategies to manage experimentation processes K5. Stakeholder analysis techniques K6. Risk analysis techniques K7. Types of metrics to measure solution effectiveness	K1. Organisation's vision, objectives and operating climate K2. Emerging problem solving processes, tools and strategies K3. Types of social, political, economic and cultural factors which impact stakeholder relationships K4. Conflict management strategies K5. Risk management strategies K6. Strategies to evaluate solution effectiveness
Abilities	A1. Implement problem identification techniques to recognise issues within work area A2. Identify decisions to be made to solve problems A3. Suggest potential corrective actions to solve problems A4. Conduct work area experiments to test potential solutions	A1. Diagnose underlying causes of issues by considering wider contexts A2. Encourage behaviours and practices for team members that promote effective problem solving approaches and continuous improvement A3. Facilitate exercises with different stakeholders to develop big picture	A1. Define objectives of organisational problem solving processes in line with organisation vision, objectives and operating climate A2. Synthesise emerging trends to design organisational problem solving processes, tools and techniques A3. Champion a culture of continuous improvement across the organisation

	A5. Report any issues which occur during solution testing to other stakeholders A6. Collect information to monitor implementation of potential solutions against impact criteria	thinking approaches to inform solution development A4. Collaborate with other stakeholders to seek opinions on potential solutions A5. Develop experiments to test potential solutions A6. Determine the constraints and risks associated with potential solutions A7. Analyse outcomes of experiments to recommend the most suitable solution for problem A8. Engage different stakeholders to secure buy-in for proposed solution A9. Review the effectiveness of the problem solving process and solution against defined goals	A4. Evaluate multiple variables and contexts to anticipate potential problems which may occur A5. Determine appropriate stakeholders to be involved in problem solving processes in the organisation A6. Oversee collaboration between multiple stakeholders across the organisation to design solutions A7. Direct the resolution of any conflicts during problem solving processes A8. Evaluate the business implications of implementing the proposed solutions across the organisation A9. Endorse solutions to be implemented across the organisation A10. Establish strategies to evaluate the effectiveness of problem solving processes across the organisation
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Self Management			
Take ownership of managing one's personal effectiveness, personal brand and holistic physical, mental, emotional and social well-being.			
Critical Core Skills	Basic Exercise self-awareness by monitoring own behaviours and ways of working in personal and professional capacities, and implement techniques for improvement	Intermediate Analyse own well-being and personal effectiveness to develop strategies to regulate self and build personal brand	Advanced Evaluate strategies to manage own well-being, personal effectiveness and personal brand
Knowledge	K1. Characteristics of personal branding K2. Emotional regulation techniques K3. Emotional intelligence dimensions K4. Methods for gathering feedback K5. Self-awareness concepts K6. Self-care techniques K7. Stress management techniques K8. Time management and prioritisation techniques K9. Types of feedback channels K10. Workplace and social etiquettes	K1. Self-reflection techniques K2. Coaching and mentoring techniques K3. Methods to develop personal branding K4. Productivity metrics K5. Productivity tools K6. Stress management concepts K7. Types of stress triggers K8. Types of networking strategies	K1. Emerging self management trends, approaches and theories K2. Strategies to promote work-life balance K3. Strategies to evaluate well-being and work-life balance K4. Strategies to promote personal brand K5. Strategies to evaluate stress management techniques
Abilities	A1. Identify goals and priorities across workload and plan work activities accordingly A2. Monitor progress against goals and priorities to identify time management issues	A1. Review work goals and priorities to align with personal vision and purpose A2. Resolve barriers or issues encountered while managing goals and priorities	A1. Anticipate potential workload or stress triggers to implement mitigating actions A2. Reflect on personal and professional life to improve prioritisation, time and stress management

	A3. Escalate time management issues to stakeholders to mitigate its impact on intended goals and priorities A4. Implement stress management techniques to maintain own well-being A5. Monitor emotional well-being and regulate responses to situations A6. Implement self-care techniques to maintain physical and mental wellness A7. Maintain standards for personal and professional image in line with expectations of work environment A8. Follow workplace and social etiquette when interacting with stakeholders	A3. Integrate productivity enhancement tools to improve personal effectiveness A4. Analyse own personal effectiveness to review productivity and effectiveness of time management approaches A5. Analyse own well-being to reflect on potential issues or improvement areas A6. Apply appropriate stress management strategies to address triggers of stress identified A7. Evaluate strengths and weaknesses to define own personal brand A8. Identify stakeholders and networks to build own personal brand	A3. Integrate emerging trends, approaches and theories in self management to improve own personal effectiveness and well-being A4. Design a strategy to build own personal brand across organisation, industry and networks A5. Evaluate own personal branding strategies to identify areas for improvement
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Sense Making			
Leverage sources of qualitative and quantitative information and data to recognise patterns, spot opportunities, infer insights and inform decisions.			
Critical Core Skills	Basic Organise and interpret information to identify relationships and linkages	Intermediate Analyse information and data and uncover patterns, opportunities and impacts	Advanced Evaluate relationships, patterns and trends to inform actions and generate wider insights
Knowledge	K1. Types of information collection tools K2. Information organisation techniques K3. Information processing techniques K4. Techniques for identifying missing or erroneous information	K1. Data analysis techniques K2. Data analysis tools K3. Strengths and weaknesses of different analysis techniques K4. Pattern recognition techniques K5. Logical thinking techniques K6. Insight generation process and techniques	K1. Extrapolation techniques K2. Systems thinking theories K3. Features and limitations of different information and data sources K4. Organisation vision, objectives and operating climate
Abilities	A1. Filter information into classification structures A2. Implement techniques to process different information sources A3. Document missing or erroneous information within sources A4. Review information sources to identify relationships and linkages A5. Suggest inferences and impact based on the relationships and linkages between the information sources	A1. Assess information and data sources to evaluate validity and reliability A2. Detect gaps in information and data sources and develop logical assumptions to close the gaps A3. Analyse relationships and linkages to identify patterns and trends A4. Interpret analysis outcomes to determine potential impact and opportunities A5. Review data analysis techniques to identify potential limitations which may impact conclusions	A1. Evaluate information and data sources to determine potential limitations which may impact insights and conclusions A2. Identify external factors that influence the immediate situation or hypothesis A3. Extrapolate information to facilitate projections and future-oriented analyses A4. Synthesise disparate information, analyses or viewpoints to derive actionable insights and conclusions A5. Formulate insights by applying various approaches to evaluate information

		A6. Recommend improvements to data analysis techniques	A6. Evaluate underlying factors affecting situations to consider potential impacts or mitigating actions A7. Evaluate and implement improvements to data analysis processes
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Transdisciplinary Thinking			
Apply concepts from multiple disciplines, and synthesise different areas of knowledge and insights to guide decisions, foster cooperation and drive continuous improvement.			
Critical Core Skills	Basic Explore concepts from outside one's field of expertise to supplement one's knowledge, proficiency and work practices	Intermediate Identify opportunities for transdisciplinary collaboration and knowledge transfer to facilitate the integration of knowledge from different disciplines	Advanced Endorse collaboration and the integration of knowledge across disciplines to make decisions and solve problems within and outside the organisation
Knowledge	K1. Research techniques K2. Types of information collection tools K3. Verbal and non-verbal communication techniques K4. Types of communication channels and tools K5. Modes of collaboration K6. Knowledge sharing methods and tools K7. Decision-making processes K8. Problem-solving techniques K9. Self-assessment concepts K10. Diversity dimensions and preferences K11. Workplace and social etiquettes	K1. Research and information collection methodologies K2. Pattern recognition techniques K3. Strategies for developing big picture thinking approaches K4. Decision evaluation and prioritisation frameworks K5. Stakeholder analysis techniques K6. Interpersonal communication techniques	K1. Organisation's vision, objectives and operating climate K2. Types of organisation structures K3. Emerging research and information collection methodologies K4. Knowledge transfer systems and mechanisms K5. Information filtering methods K6. Context framing techniques K7. Strategies to influence diverse stakeholders K8. Stakeholder management strategies K9. Types of social, political, economic and cultural factors which impact collaboration across disciplines K10. Conflict management strategies
Abilities	A1. Identify areas and methods to supplement knowledge outside one's field of expertise or work area	A1. Establish connections, patterns and synergies between information	A1. Establish systems and mechanisms to facilitate effective knowledge transfer across disciplines

	A2. Explore perspectives from diverse sources of information A3. Exchange information using identified knowledge sharing methods and tools A4. Perform work activities in collaboration with other co- workers from different disciplines to meet shared goals A5. Review own work performance to identify potential areas where knowledge from other disciplines may deliver improvements, address gaps and/or value add A6. Seek guidance from and consult co-workers who have knowledge in a particular work area	gathered from diverse sources of information A2. Integrate knowledge from different disciplines to develop effective solutions A3. Explore opportunities to leverage new sources of information or collaborations in new ways A4. Analyse other areas in the organisation to identify potential collaboration opportunities A5. Integrate inputs from stakeholders across other disciplines to recommend decisions and prioritisation approaches A6. Evaluate the effectiveness and impact of current transdisciplinary collaboration and knowledge transfer interventions A7. Recommend changes to work processes that restrict knowledge transfer and transdisciplinary collaboration	A2. Establish opportunities within the organisation for co-workers from different disciplines to collaborate A3. Lead the development of strategic transdisciplinary partnerships across and beyond the organisation A4. Determine interdependencies between different disciplines when making decisions that impact the organisation A5. Synthesise information extracted from different disciplines to develop new insights A6. Endorse solutions that impact different disciplines in the organisation and address organisation-wide problems A7. Oversee the removal of any barriers to transdisciplinary collaboration across the organisation A8. Evaluate emerging research and information collection methodologies and recommend updates to organisation's knowledge transfer and transdisciplinary collaboration approaches
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