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# A GLOBAL CAPABILITY FRAMEWORK

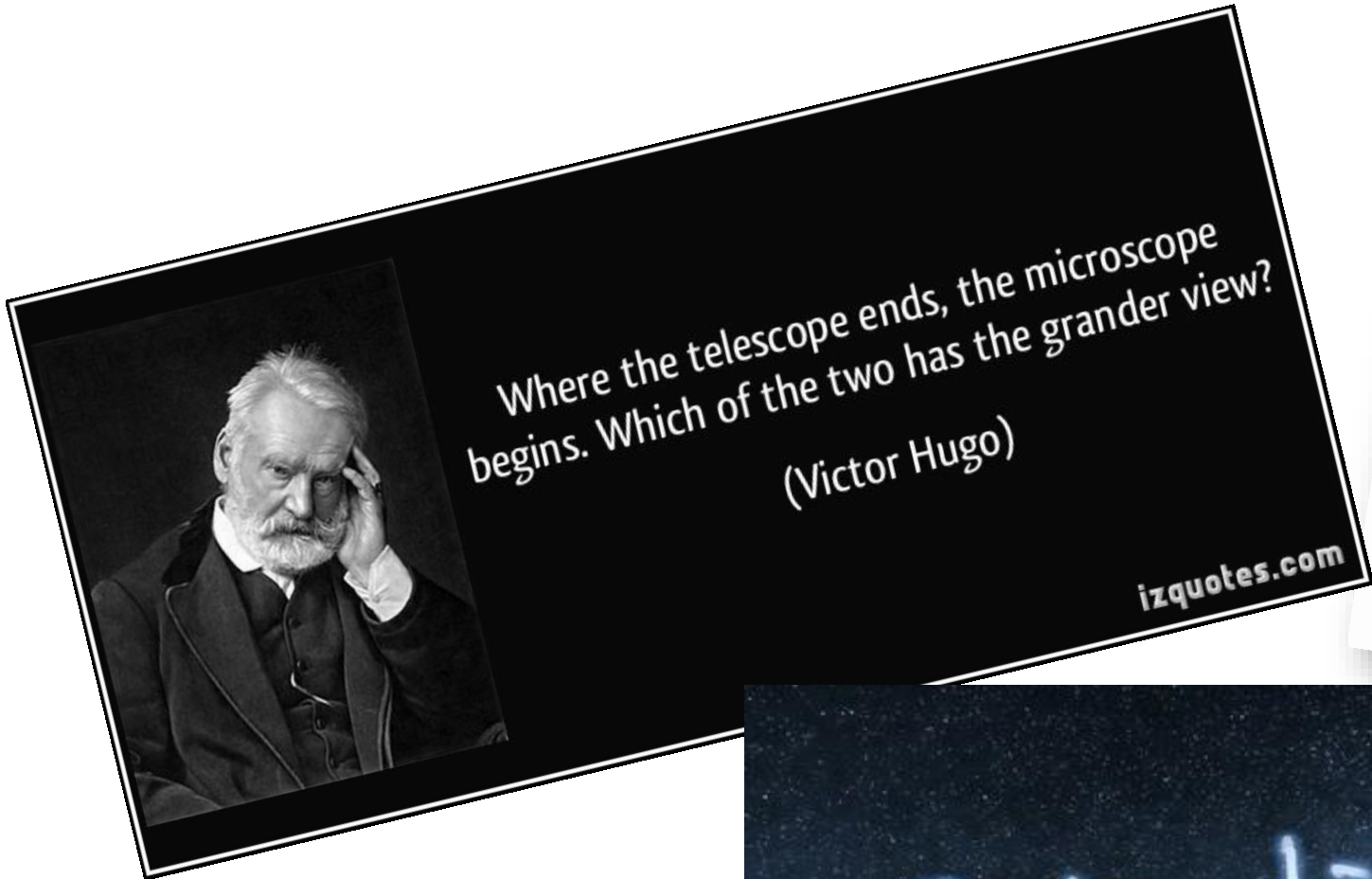
FOR THE PUBLIC RELATIONS  
AND COMMUNICATION  
MANAGEMENT PROFESSION

Professors Anne Gregory & Amy Thurlow,



# Capability Framework brief:

- Offer practical value to Global Alliance affiliated professional bodies and their members, world-wide – that's CPRS!
- Reflect cultural and regional variations in public relations as a global profession
- Be forward looking in its approach
- Meet rigorous academic standards



# Research team



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# Global Capability Framework

Eleven capabilities grouped under three headings

		
<b>Communication Capabilities</b>	<b>Organisational Capabilities</b>	<b>Professional Capabilities</b> (those expected of any professional)
<ul style="list-style-type: none"><li>• To align communication strategies with organisational purpose and values</li><li>• To identify and address communication problems proactively</li><li>• To conduct formative and evaluative research to underpin communication strategies and tactics</li><li>• To communicate effectively across a full range of platforms and technologies.</li></ul>	<ul style="list-style-type: none"><li>• To facilitate relationships and build trust with internal and external stakeholders and communities</li><li>• To build and enhance organisational reputation</li><li>• To provide contextual intelligence.</li></ul>	<ul style="list-style-type: none"><li>• To provide valued counsel and be a trusted advisor</li><li>• To offer organisational leadership</li><li>• To work within an ethical framework on behalf of the organisation, in line with professional and societal expectations</li><li>• To develop self and others, including continuing professional learning.</li></ul>

# And one with organisational sub capabilities.....

Capability	Sub-capabilities
<b>To build and enhance organisational reputation</b>	<ul style="list-style-type: none"><li>You identify, analyse and strategically advise on key issues and risks for the organisation</li><li>You help the organisation to define and enact its purpose and values</li><li>You help shape organisational culture and its processes</li><li>You understand and manage key intangible assets (e.g. brand, culture, sustainability)</li></ul>





# Capabilities: Canada V GCS

Canadian Capabilities	Global Capabilities
To align communication planning with strategy and purpose	To align communication strategies with organizational purpose and values
To apply critical thinking and problem solving to organizational issues	To identify and address communication problems proactively
To weigh evidence, tolerate ambiguity, act ethically and reflect the values that underpin public relations while adhering to professional codes and standards	To work within an ethical framework on behalf of the organisation, in line with professional and societal expectations
To manage relationships and build trust with stakeholders, internal and external	To facilitate relationships and build trust with internal and external stakeholders and communities
To offer leadership in reputation management	To build and enhance organisational reputation
To conduct communication research and evaluation	To conduct formative and evaluative research to underpin communication strategies and tactics
To provide valued counsel; be a trusted advisor	To provide valued counsel and be a trusted advisor
To communicate effectively across a variety of platforms and technologies	To communicate effectively across a full range of platforms and technologies
To provide contextual awareness	To provide contextual intelligence
To offer business leadership and acumen	To offer organizational leadership
	To develop self and others, including continuing professional learning

# Take-aways

There is broad alignment on capabilities globally

The Framework allows an external point of reference that is useful for advocacy

It is helpful to practitioners for articulating their own role

It empowers practitioners, professional bodies and employers to decide for themselves and in their context what is appropriate



# Team profile (snapshot)

# Personal profile (over time)

**Results**

Add Data

(Demo) pete@demo.com

69 day(s) ago at 11:14 AM - Target Interval: 6 Months

Remove Data

This radar chart displays a team's performance across 11 communication-related capabilities. The axes are numbered 1 through 11. Multiple data series are plotted, each represented by a different colored line connecting points on the axes. The chart shows varying strengths across different areas, with some capabilities being more developed than others.

**Result Set**

John Smith (Me)

Ed Smith

Thu, October 26, 2017, 00:01

Future Goals

6 Months

1 Year

3 Years

5 Years

Capability Selection

This radar chart shows a personal profile for John Smith. It features the same 11 axes as the team profile. The chart displays performance over time, with data points connected by lines. A legend on the left indicates different data series with colored squares and labels like 'On', 'Off', 'On', 'Off'. The chart shows a progression of skills over the specified time intervals.

- 1: To align communication strategies with organisational purpose and values
- 2: To identify and advise communication problems proactively
- 3: To conduct formative and evaluative research to underpin communication strategies
- 4: To communicate effectively across a full range of platforms and technologies
- 5: To facilitate relationships and build trust with internal and external stakeholders and communities
- 6: To build and enhance organisational reputation
- 7: To provide contextual intelligence
- 8: To provide valued counsel and be a trusted advisor
- 9: To offer organisational leadership
- 10: To work within an ethical framework on behalf of the organisation, in line with professional and societal expectations
- 11: To develop self and others, including continuing professional learning



Please share  
this tool  
with your  
colleagues,  
too!

<https://tinyurl.com/canadagcf>

“I can  
use this  
to:

- Review my own strengths and areas for development
- Set long-term career goals
- Prepare for appraisal or promotion
- Review team strengths
- Succession planning
- Draft job ads
- Argue for more responsibilities”

# Global Alliance for Public Relations and Communication Management

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Who We Are

Code of Professional Standards

Our Communities

Our Partners

Affiliates

CPRS Foundation

**Global Alliance for Public Relations and Communication Management**

Public Relations Thought Leaders

News



CPRS is proud to be a founding member of **the Global Alliance for Public Relations and Communication Management**, a confederation of the world's major PR and communication management associations and institutions, representing 280,000 practitioners and academics around the world.

A not-for-profit organisation based in Switzerland, the Global Alliance's mission is to unify the public relations profession, raise professional standards all over the world, share knowledge for the benefit of its members and be the global voice for public relations in the public interest.

The Global Alliance relies on the efforts of communication professionals to tackle common problems with a global perspective. By partnering with regional, national and international bodies to increase professionalism in public relations and communication management, this Alliance works to enhance the collaborative professionalism of the industry among its constituents around the world.

## Global Alliance News

**An exciting gift to start the New Year!**

CPRS has a special gift for its members to kick off 2021! This month, CPRS has made **the Global Capabilities Framework** and the supporting assessment tool available to all members!

*Thank you*

