

Exam skills grids

Assimilating and using information	
Understand the situation and the requirements	Key theme
Demonstrate understanding of the business context	Perspective
Recognise new and complex ideas within a scenario	Perspective
Identify the needs of customers and clients	Perspective
Explain different stakeholder perspectives and interests	Perspective
Identify risks within a scenario	Perspective
Identify elements of uncertainty within a scenario	Adaptability
Identify ethical issues including public interest and sustainability issues in a given scenario	Perspective
Identify and use relevant information	
Interpret information provided in various formats	Insight
Evaluate the relevance of information provided	Insight
Use multiple information sources	Insight
Filter information provided to identify critical facts	Insight
Identify and prioritise key issues and stay on task	
Identify business and financial issues from a scenario	Insight
Prioritise key issues	Adaptability
Work effectively within time constraints	Adaptability
Operate to a brief in a given scenario	Collaboration

Structuring problems	
Structure data	Key theme
Structure information from various sources into suitable formats for analysis	Insight
Identify any information gaps	Insight
Frame questions to clarify information	Insight
Use a range of data types and sources to inform analysis and decision making	Insight
Structure and analyse financial and non-financial data to enhance understanding of business issues and their underlying causes	Insight
Present analysis in accordance with instructions	Insight
Develop solutions	
Identify and apply relevant technical knowledge and skills to analyse a specific problem	Insight

Use structured information to identify evidence-based solutions	Insight
Identify creative and pragmatic solutions in a business environment	Insight
Identify opportunities to add value	Insight
Identify and anticipate problems that may result from a decision	Perspective
Identify a range of possible solutions based on analysis	Perspective
Identify ethical dimensions of possible solutions	Perspective
Select appropriate courses of action using an ethical framework	Perspective
Identify the solution which is the best fit with acceptance criteria and objectives	Insight
Define objectives and acceptance criteria for solutions	Insight

Applying judgement	
Apply professional scepticism and critical thinking	Key theme
Recognise bias and varying quality in data and evidence	Insight
Identify assumptions or faults in arguments	Insight
Identify gaps in evidence	Insight
Identify inconsistencies and contradictory information	Insight
Assess interaction of information from different sources	Insight
Exercise ethical judgement	Perspective
Relate issues to the environment	
Appreciate when more expert help is required	Perspective
Identify related issues in scenarios	Perspective
Assess different stakeholder perspectives when evaluating options	Perspective
Retain an overview of the business issue or scenario	Perspective
Appraise corporate responsibility and sustainability issues	Perspective
Appraise the effects of alternative future scenarios	Perspective
Appraise ethical, public interest and regulatory issues	Perspective

Concluding, recommending and communicating	
Conclusions	Key theme
Apply technical knowledge to support reasoning and conclusions	Insight
Apply professional experience and evidence to support reasoning	Insight
Use valid and different technical skills to formulate opinions, advice, plans, solutions, options and reservations	Insight
Recommendations	
Present recommendations in accordance with instructions and defined criteria	Collaboration
Make recommendations in situations where risks and uncertainty exist	Perspective
Formulate opinions, advice, recommendations, plans, solutions, options and reservations based on valid evidence	Insight
Make evidence-based recommendations which can be justified by reference to supporting data and other information	Insight
Develop recommendations which combine different technical skills in a practical situation	Insight
Communication	
Present a basic or routine memorandum or briefing note in writing in a clear and concise style	Collaboration
Present analysis and recommendations in accordance with instructions	Collaboration
Communicate clearly to a specialist or non-specialist audience in a manner suitable for the recipient	Collaboration
Prepare the advice, report, or notes required in a clear and concise style	Collaboration