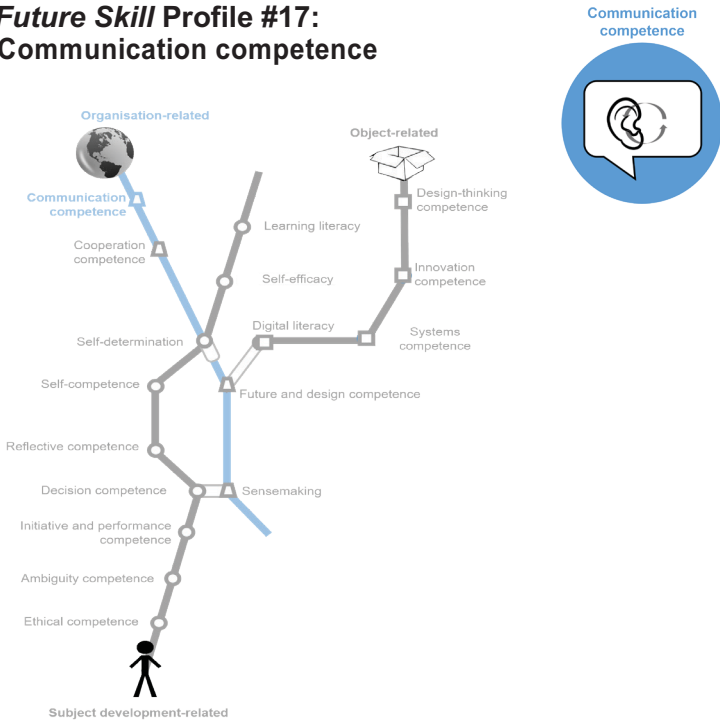


A 3.3.4 Future Skill Profile #17: Communication competence



Definition: Communication competence as a *Future Skill* entails not only language skills, but also discourse, dialogue, and strategic communication aspects, which – taken together – serve the individual to communicate successfully and in accordance with the respective situation and context, in view and empathy of her/his own and others needs. (mean value: 4.6 of 5, standard deviation: 0.68)

Reference competences: language proficiency, presentation competence, capacity for dialogue, communication readiness, consensus orientation, openness towards criticism

Significance: In all interviews in the *NextSkills* Studies, experts from *Future Organisations* have repeatedly emphasised that the change from hierarchical to networked and from predefined to self-organised structures only works if organisational members are able to communicate in a needs-oriented, distinct and empathic way.

Description: Communication competence comprises competences such as language proficiency, presentation competence, capacity for dialogue, communication readiness, consensus orientation and openness towards criticism. In addition to language skills, communication competence also includes discursive and dialogic abilities, requiring the adoption of different positions in communicative cooperation while promoting acceptance and further development. The focus is on information purposes as well as strategic communication skills in order to be able to communicate successfully and appropriately in different contexts and situations. An important role also play self-reflection competences and empathy because a needs-oriented communication demands an awareness of one's own position and needs and the competence to be empathic for others needs and feelings in communication situations.

Table 1 summarises the *Future Skills* Profiles, the corresponding reference competences and the descriptions of the competence clusters.