

# FINANCIAL TIMES COMMERCIALITY FRAMEWORK

Providing professional service firms with a common reference to define and nurture commercial expertise.

Commercial awareness is intuitively understood and recognised as a necessity to achieve business outcomes. However, it lacks definition in a way that allows this capability to be assessed and developed.

The FT, in collaboration with an independent third party, Work Psychology Group, has developed a framework that defines commerciality in holistic terms. In addition to traditional knowledge-based criteria, it incorporates skill and behaviour that are critical to commercial success in professional services.

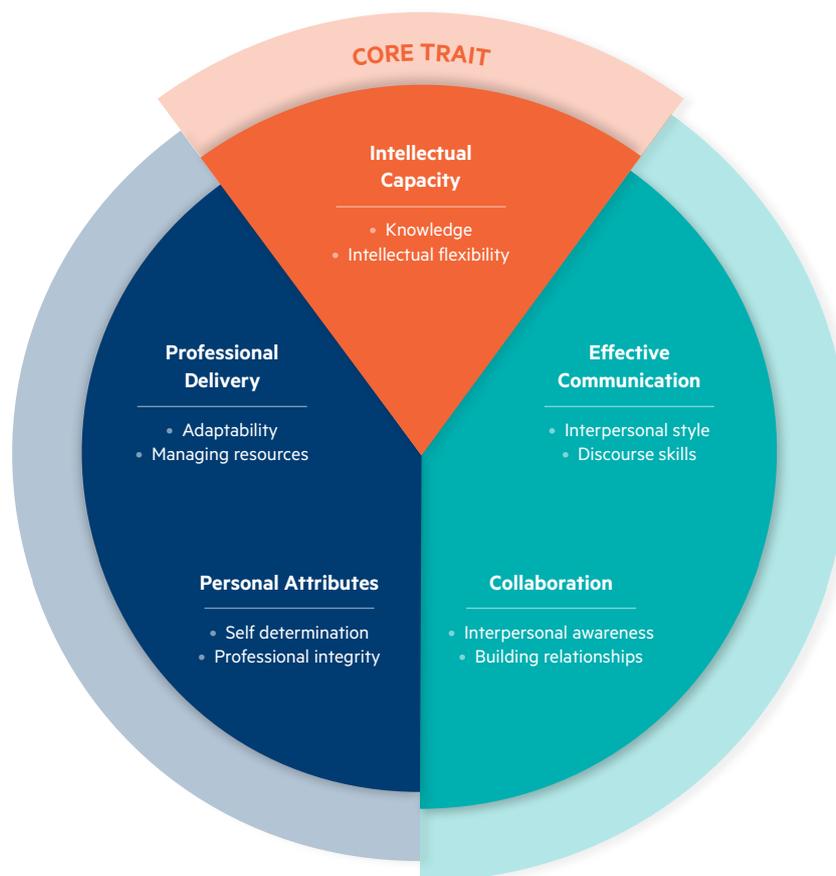
This framework can be used as a tool to review and help optimise current methods for promoting commercial capabilities of fee earners, within professional service firms.

## Intellectual capacity.

Core trait, considered to be the foundation of the framework. Comprised of existing knowledge, along with the ability to acquire new information and to understand and use it in an agile manner.

## Individual characteristics.

Determines commercial effectiveness.



## Engaging with others.

Focuses on the skills and attributes needed to effectively engage with others, including interpersonal style and awareness.

Source: Based on research commissioned by the FT, in collaboration with Work Psychology Group.

Both professional services firms and their clients recognise the FT as a valuable tool for fee earners to develop their commercial skills and business acumen.

A Financial Times Group Subscription is used by professional service firms to keep employees informed of the key issues that are on the minds of

prospectives or existing clients. By being well informed, advisers find it easier to relate to their clients - either in terms of winning business or in terms of providing trusted advice, that is grounded in market context.

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