



Public Affairs  
Council

# CORE COMPETENCIES FOR PUBLIC AFFAIRS

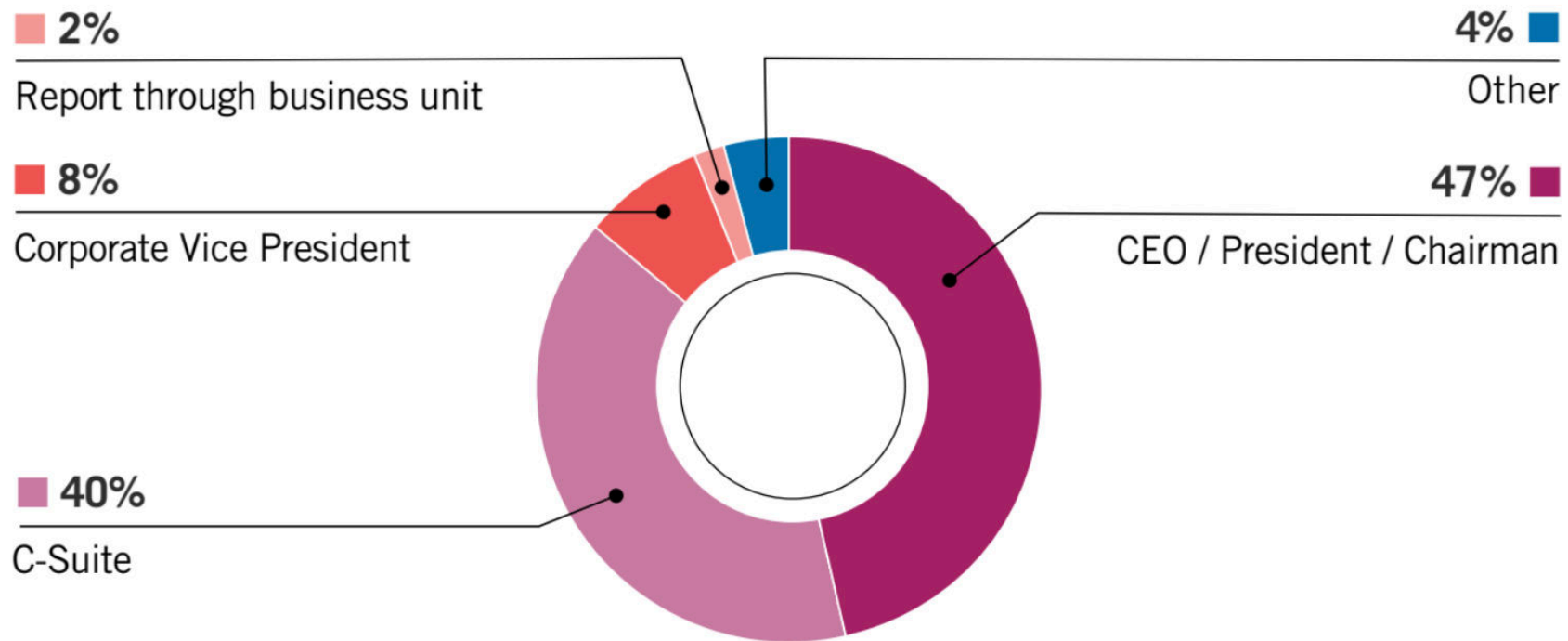
Doug Pinkham  
President, Public Affairs Council  
Feb. 8, 2024



# Factors Affecting Public Affairs Core Competencies

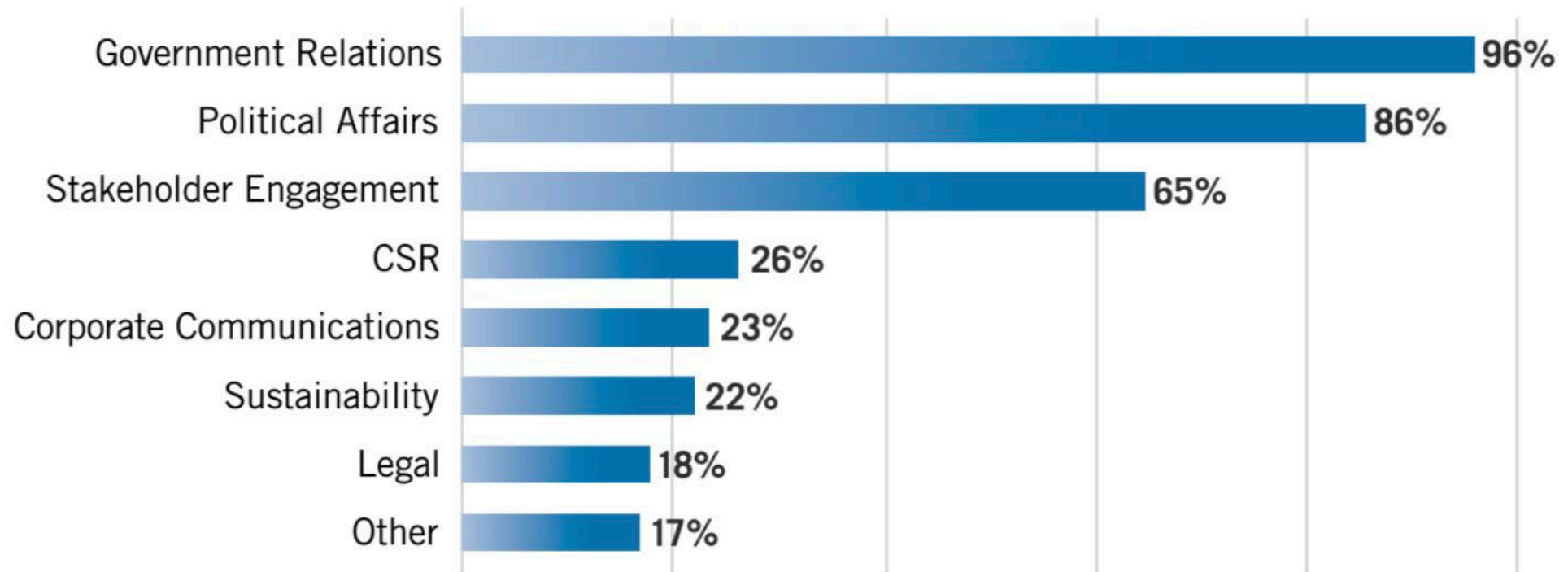
- Public affairs role in U.S. businesses has both narrowed and expanded
- Effectiveness in lobbying now requires more process and issue expertise
- Advocacy tools have become more sophisticated
- CEOs more involved in public affairs
- Negative partisanship

# Reporting Relationships of Senior Public Affairs Executives



Source: *State of Corporate Public Affairs Report*, Public Affairs Council, 2023

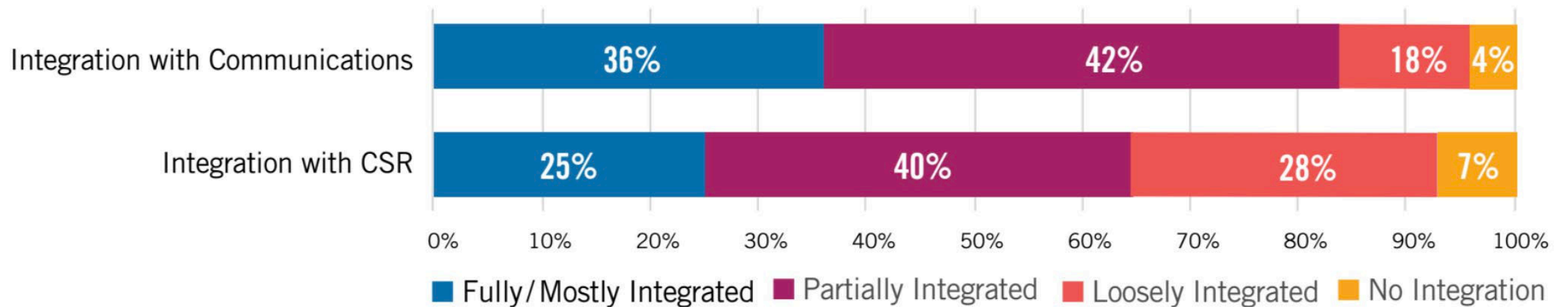
# Functions Located Within Public Affairs



Source: *State of Corporate Public Affairs Report*, Public Affairs Council, 2023

# Integration of Government Relations and Related Functions

Between 2020 and 2023, full or partial integration between government relations and communications rose from 70% to 78%.



Source: *State of Corporate Public Affairs Report*, Public Affairs Council, 2023

# 10 Public Affairs Core Competencies



1. Coaching and managing
2. Persuasive communication
3. Creativity and innovation
4. Collaboration and teamwork
5. Continuous learning
6. Political courage
7. Social sensitivity
8. Campaigns and strategies
9. Achievement orientation
10. Complexity orientation



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