

IT Leadership Skill	Definition
Agility	<p>The ability to move quickly and easily draw conclusions, intellectual acuity. Agility is about how the department will enable business agility, how fast you will deliver the required solutions, effectively and efficiently. The ability to recognize and act upon changing business circumstances in order to respond to market pressure or create market opportunity.</p> <p><a href="#">Link to behaviors</a></p>
Business Acumen	<p>The ability to acquire and administer human, financial, material, and information resources in such a way as to instill trust and accomplish the organization's mission and goals. Included in this competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions/performance and organizational goals and results.</p> <p><a href="#">Link to behaviors</a></p>
Client Orientation	<p>A willingness and ability to see things from the client's perspective. It is an understanding that client satisfaction is based on the sum of all experiences they have with an organization and is integral to organizational success. It is focusing efforts on identifying and responding to current and future client needs and desires and displaying a genuine desire to do what is in the client's best interest.</p> <p><a href="#">Link to behaviors</a></p>
Collaboration	<p>Collaborative decision making among several parties that involves exploring positions and alternatives to reach outcomes that gain acceptance and support of all involved.</p> <p><a href="#">Link to behaviors</a></p>

<b>Communication Skills</b>	<p>Effectively shares ideas, thoughts, information and feelings with a diverse range of audiences to develop two-way understanding. Communication encompasses speaking, listening and written skills.</p> <p><a href="#">Link to behaviors</a></p>
<b>Digital Acumen</b>	<p>The ability to define and administer digital practices and technologies in such a way as to instill trust and progress the organization's business strategies. Able to make connections between actions/performance and business benefits. Culminating in the ability to drive industry changing initiatives through the mastery of digital applications and a 'digital first' mindset.</p> <p><a href="#">Link to behaviors</a></p>
<b>Influencing Others</b>	<p>Inspires and guides others toward the adoption of an idea, opinion or action in order to secure commitment from them to reach organizational objectives, regardless of organizational or positional authority.</p> <p><a href="#">Link to behaviors</a></p>
<b>Innovation</b>	<p>Innovation refers to the notion of doing something different rather than doing the same thing better. It is the ability to be agile and anticipate opportunities as opposed to being risk-averse, bringing together various novel ideas in a way that has an impact on the organization. Balancing the need for experimentation and managed risk with the desire to maintain the processes of control and system prediction.</p> <p><a href="#">Link to behaviors</a></p>
<b>Leadership</b>	<p>Influences, motivates, and inspires others through direct and indirect means to accomplish organizational objectives and goals. Successfully integrates and maximizes available resources, while fostering the development of others, facilitating cooperation and teamwork and supporting constructive resolution of conflict.</p> <p><a href="#">Link to behaviors</a></p>
<b>Leading Change</b>	<p>Establishes and promotes an effective vision of the future and develops a strategy within the broad context of the organization's mission and the global environment that integrates program goals, priorities, values and other factors to bring about strategic change, both within and outside the organization, to meet organizational goals.</p> <p><a href="#">Link to behaviors</a></p>

<b>Organizational Understanding</b>	<p>Having a clear picture of the workings, structure, and culture of the organization, as well as the political, social, and economic issues affecting it.</p> <p><a href="#">Link to behaviors</a></p>
<b>Problem Solving</b>	<p>Builds a logical approach to address problems or opportunities or manage the situation at hand by drawing on one's knowledge and experience base and calling on other references and resources as necessary.</p> <p><a href="#">Link to behaviors</a></p>
<b>Project Management</b>	<p>Planning, organizing, securing and managing resources to bring about the successful completion of specific project goals and objectives recognizing the value of using personal leadership skills and understanding the critical relationship of projects to the overall success of the organization.</p> <p><a href="#">Link to behaviors</a></p>
<b>Strategic Focus</b>	<p>Has broad knowledge of the overall goals and vision of the organization and understands the connection between their role and the functioning of the organization, as well as the interdependence between the various roles that comprise the entire organization.</p> <p><a href="#">Link to behaviors</a></p>
<b>Technical Understanding</b>	<p>Employs the use of technology appropriately to enhance the overall value of the organization.</p> <p><a href="#">Link to behaviors</a></p>

## Agility

### Novice

Avoids being defensive and is open to feedback  
Is reflective and willing to change  
Shows the willingness and ability to learn

### Competent

Questions the status quo and challenges long-held assumptions with a goal to discover new and unique ways of doing things  
Generates new ideas through the ability to view issues from multiple points of view  
Quickly and consistently re-purposes well-designed components and systems for new purposes  
Remains present and engaged, handling the stress brought on by ambiguity  
Adapts quickly

### Proficient

Adapts operations for business sustainability  
Able to adapt and change directions rapidly - not only to long-term trends, but also responds quickly to short-term urgencies  
Is able to shift focus quickly to multiple kinds of business portfolios and execute when the time is right

### Expert

Anticipates and adapts to changing trends in the marketplace in order to seize opportunities to be first to market  
Implements technology which empowers business users to make changes to processes without the need for expensive projects  
Focuses on business processes, and eliminates any silo structures

## Business Acumen

### Novice

#### *Performance Statement Examples*

Knows the business and understands their role in it

Understands why learning more about their client's business is beneficial to the client and the organization

Looks at issues from the client's point of view to understand how they affect their business

### Competent

#### *Performance Statement Examples*

Uses business language when working with clients

Uses open and close ended questions when meeting with clients to learn more about their business

Uses their understanding of their client's business to create WIIFMs (what's in it for me) in their communications

### Proficient

#### *Performance Statement Examples*

Understands organizational strategy, goals, business drivers, decisions and key performance indicators

Understands political realities within the organization, and is prepared with alternative courses of action if needed

In taking action, demonstrates an understanding and consideration of how it impacts stakeholders and affected areas in the organization

Gathers information from diverse sources to make informed business decisions

### Expert

#### *Performance Statement Examples*

Identifies and acts on opportunities to optimize quality industry-related contributions

Keeps up-to-date on technological developments and makes effective use of technology to achieve results

Is able to predict changes that may impact organizational issues through trend analysis

Uses pertinent external market knowledge to help set the strategic direction of the organization

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## Client Orientation

### Novice

#### *Performance Statement Examples*

- Operates in the best interests of the client and the company
- Follows through on commitments
- Empathizes with client situations
- Seeks to understand and connect with clients
- Understands the organization's overall service strategy

### Competent

#### *Performance Statement Examples*

- Profiles clients and understands them well enough to anticipate their needs
- Provides superior level of service by asking clients questions to understand their real needs, providing insight, and recommending the best course of action
- Solicits complaints and feedback from clients
- Builds and maintains effective relationships with clients, and gains their trust and respect

### Proficient

#### *Performance Statement Examples*

- Sustains, supports, coaches, reinforces and rewards individuals and teams that demonstrate appropriate service delivery behaviors
- Acts as a trusted advisor while looking for long term benefits for the client
- Consults with clients and ensures their needs are represented in the organization's decision-making
- Finds ways to measure and track client satisfaction

Interacts regularly with clients to gain feedback and to determine ways to improve services

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Expert

*Performance Statement Examples*

Creates a common understanding, language, and behaviors to define excellent service

Persistently establishes the strategic direction of the organization in alignment with client needs

Employs strategies to show superior service to clients

Utilizes long term, collaborative and strategic relationships with clients to improve service delivery

Investigates and analyzes external indicators to project clients' future needs

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## Collaboration

### Novice

#### *Performance Statement Examples*

Exhibits cooperativeness  
Listens to and respects the opinions of others  
Keeps others informed and up to date  
Responds to opposing views non-defensively  
Understands the impact of own actions on the rest of the team

### Competent

#### *Performance Statement Examples*

Works in concert with others toward shared goals  
Builds and maintains effective partnerships across the organization  
Seeks to better understand others and presents ideas/issues in ways that others will see the value to them  
Effectively and openly communicates the interests of the group they represent

### Proficient

#### *Performance Statement Examples*

Collaborates cross-functionally and builds effective teams  
Participates in and supports positive conflict resolution  
Identifies and pushes for solutions that benefit all parties  
Knows in advance where to bend and where to stay firm to achieve the best solution

### Expert

*Performance Statement Examples*

Cultivates and maintains a web of relationships internally and externally

Willingly shares information and expertise with others, helping them to achieve their goals

Uses consensus building to gain support from key stakeholders across the organization who will in turn encourage their teams to follow the vision and reach strategic goals

Promotes a culture that seeks to forge partnerships and foster cooperative problem solving in the search for innovative solutions that maximize all interests and promote sustainability

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## Communication

### Novice

#### *Performance Statement Examples*

Understands that others perception of what they communicate may be different than they intended  
Shares relevant, appropriate information with others  
Seeks and assimilates information from others as required  
Clarifies to make sure they understand the message  
Speaks clearly and respectfully in a confident manner

### Competent

#### *Performance Statement Examples*

Embraces and facilitates bi-directional information exchange  
Adapts style of communication of ideas and information to match audience  
Shares information appropriately and openly  
Probes for information using open and closed ended questions to confirm understanding  
Comfortably discusses difficult issues

### Proficient

#### *Performance Statement Examples*

Fosters open and honest communication and ensures that information and ideas are flowing in all appropriate directions  
Asks for input, listens actively and makes sure others' opinions are heard  
Speaks and writes effectively and concisely  
Conveys technical information in business language  
Develops an effective communication strategy

Consistently communicates the value they and their teams make to the organization

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Expert

*Performance Statement Examples*

Understands the interconnectedness of people in the organization, and communicates effectively to lead them to the same strategic goals

Uses different forms of communication effectively, the right channel for the task

Uses their presence effectively in interactions to listen, respond, and influence

Presents information persuasively, with skill and power, influencing an audience of the critical importance of the idea

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## Digital Acumen

### Novice

#### *Performance Statement Examples*

Basic understanding of what some digital technologies would provide to your role  
Has an understanding of what the business does and how your role influences how it does business.  
Has some idea on the impact on how the company is structured and organized and why certain technologies are used.  
Looks at issues from the client's point of view to understand how issues affects their experience?.

### Competent

#### *Performance Statement Examples*

Has some understanding of what digital technologies will provide to the business  
Has some visibility into what leadership is streamlining for the business.  
Demonstrates intellectual curiosity and a mindset for learning new things.  
Able to thrive in a changing business environment, able to identify gaps and step in to fill need.  
Can comfortably immerse with customers, and serve as a translator between IT, business, and clients

### Proficient

#### *Performance Statement Examples*

Able to iterate and be a "digital strategist"; diving deep to understand the nature of the business request, evaluate opportunities for transformation and automation.  
Understanding what the business does, how it does it, and how it could be better.  
Redesign decision-making processes to leverage real-time data availability.  
Manage increasingly information-empowered employees in a collaborative working environment.

## Expert

### *Performance Statement Examples*

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Driving competitive advantage with digital technologies

Act as a Guide to the business-understanding the market, the business, the strategy and ways to solve for business needs with technology solutions.

Responsible for highlighting how evolving IT technologies and innovations add business value while proceeding to demonstrate this to the business.

Build a thriving talent network (focused on collaboration, driving innovation)

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## Influencing Others

### Novice

#### *Performance Statement Examples*

- Can be counted on to do what they say is going to be done
- Understands and uses influence bases
- Prepares using logic and persuasive words based on how they think the audience will perceive the message
- Seeks to understand the client's point of view
- Responds appropriately to the needs and feelings of others

### Competent

#### *Performance Statement Examples*

- Formulates discussions so clients can see the "WIIFM" (what's in it for me)
- Makes effective use of resources to find solutions
- Builds trust and repairs any relationship issues that currently exist
- Remains emotionally objective
- Earns respect from those who they seek to influence

### Proficient

#### *Performance Statement Examples*

- Builds consensus to find mutually acceptable solutions
- Understands a variety of bargaining tactics and is able to use them fairly and counter them effectively
- Is seen as direct and truthful and is widely trusted
- Develops networks and coalitions with others who have mutual interests/goals
- Tests the waters and can gauge the level of commitment they can depend on from different individuals

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## Expert

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### *Performance Statement Examples*

Inspires and gains commitment from others to help reach organizational goals and objectives

Builds a culture of mutual respect

Proactively manages the expectation of senior stakeholders

Understands individual and group dynamics and is able to tailor message to appeal to and gain commitment from individuals and groups

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## Innovation

### Novice

#### *Performance Statement Examples*

Consistently provides new, long term solutions to support business strategies and opportunities  
Turns business processes into automated IT functions  
Challenges status quo

### Competent

#### *Performance Statement Examples*

Demonstrates good judgment about which creative ideas and suggestions will work  
Can project how potential ideas may play out in the company  
Experiments and prototypes ideas and isn't afraid to make mistakes  
Thinks beyond maintenance and cost-cutting to help the business discover new opportunities

### Proficient

#### *Performance Statement Examples*

Explores options for continuous improvement  
Is good at bringing innovative ideas of others to the table  
Identifies new approaches and spots untapped opportunities  
Uses technology in new ways, where the result is a more efficient organization and an improved alignment between technology initiatives and business goals

### Expert

#### *Performance Statement Examples*

- Can project how potential ideas may play out in the marketplace
- Works with team members to build a culture that accepts risk-taking and learns from its mistakes
- Enables the organization to translate innovative activity into tangible performance improvements
- Implements IT design processes that enable innovative thinking
- Develops metrics for measuring the impact of innovation on IT and the larger organization

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## Leadership

### Novice

#### *Performance Statement Examples*

Gives honest and helpful feedback  
Supports the success of others  
Celebrates success and gives credit to others  
Is dependable - delivers results  
Seeks feedback from others

### Competent

#### *Performance Statement Examples*

Balances immediate and future activities  
Takes initiative and establishes a course of action to accomplish goals  
Takes steps to make sure that projects are completed on time  
Instills a feeling of trust in others  
Develops networks and builds relationships

### Proficient

#### *Performance Statement Examples*

Identifies opportunities to make needed change; acts as a catalyst  
Uses persuasion and influence to connect to others  
Inspires and is looked to for direction  
Reads own emotions and recognizes their impact  
Bolsters others' abilities through feedback and guidance

Clearly communicates performance expectations  
Brings others into the decision-making process

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Expert

*Performance Statement Examples*

Acts as a mentor and creates an environment of continuous learning and improvement  
Guides and motivates with a compelling vision  
Rallies the troops and raises morale in tough times  
Keeps a clear focus on goals, despite tumultuous surroundings  
Understands the global issues impacting the organization  
Develops leadership succession plans

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## Leading Change

### Novice

#### *Performance Statement Examples*

Recognizes how change affects them personally  
Looks at change in terms of the opportunities it presents  
Maintains a positive attitude and good work ethic in spite of turmoil in the workplace caused by change

### Competent

#### *Performance Statement Examples*

Demonstrates flexibility in adapting to changing situations or overcoming obstacles  
Steps back to take a broader view of change and its ripple effects throughout the organization  
Remains open to ideas offered by others  
Acts as a champion for change with peers and clients  
Understands and expects that change will occur, and effortlessly performs during and after the change

### Proficient

#### *Performance Statement Examples*

Expects and plans for resistance to change  
Translates business drivers for the change to the language of those being asked to change  
Understands and utilizes change management techniques to transition employees to new roles  
Creates a work environment that encourages creativity and embraces change  
Helps others successfully manage organizational change  
Plans, develops, and implements change initiatives

## Expert

### *Performance Statement Examples*

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Clearly articulates the business imperative for the change and creates a sense of urgency

Translates vision into a plan of action

Identifies and establishes structures and processes needed to sustain change

Utilizes a variety of communication methods to provide a clear understanding of the future state and change journey

Develops an approach for changes based on a proactive assessment of obstacles

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## Organizational Understanding

### Novice

#### *Performance Statement Examples*

Exhibits curiosity and open-mindedness

Understands the internal workings of their department and how it fits into the overall organizational structure

Looks for opportunities to reach across departmental boundaries to get things done

### Competent

#### *Performance Statement Examples*

Understands how the client's history affects the current relationship

Builds a clear picture of the people who can affect outcomes

Supports the organizational mission and goals

Uses formal and informal systems to get things done

Forms allies that can help them achieve their goals

### Proficient

#### *Performance Statement Examples*

Suggests new ideas in response to and in anticipation of business needs

Clearly sees how cultural beliefs, attitudes and behaviors affect negotiations

Knows the purpose of the organization including its customers, products and/or services, and its measures of effectiveness

Understands and can maneuver the political climate of the organization

### Expert

#### *Performance Statement Examples*

- Supports an environment that is conducive to new ways of doing business
- Makes sure that departmental priorities are aligned with organizational priorities
- Reads the currents, decision networks, and politics at the organizational level
- Works with a sense of common purpose across the organization - never has a "we versus them" attitude

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## Problem Solving

### Novice

#### *Performance Statement Examples*

Understands the importance of formulating questions and problems clearly and precisely  
Actively participates in problem solving discussions/meetings  
Solves problems when able, and acknowledges and involves others when necessary  
Modifies behavior based on feedback

### Competent

#### *Performance Statement Examples*

Navigates through ambiguity  
Presents problems with potential solutions, rather than just presenting the problem  
Recognizes strengths and weaknesses and seeks "trusted advisor" input when necessary  
Assumes outcome responsibility  
Able to break down large problems into manageable parts

### Proficient

#### *Performance Statement Examples*

Derives well-reasoned conclusions and solutions, testing them against relevant criteria and standards or best practices  
Communicates effectively with others to figure out solutions to complex problems  
Revisits decisions in light of "fresh" information  
Willing to take risks to solve problems  
Anticipates and responds to organizational barriers and obstacles that prevent a solution from working  
Coaches others in problem solving methods and techniques

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## Expert

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### *Performance Statement Examples*

Thinks open-mindedly within alternative systems of thought, recognizing and assessing as need be, their assumptions, implications and practical consequences

Renders timely decisions, communicates supporting rationale, takes action

Fosters an environment that encourages fact-based problem solving

Establishes completely new approaches to solve difficult organizational problems

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## Project Management

### Novice

#### *Performance Statement Examples*

Willingly puts full effort and support into projects  
Leverages and optimizes resources  
Understands their role in supporting projects  
Demonstrates knowledge of approved project management methods and best practices

### Competent

#### *Performance Statement Examples*

Sets stretch goals that are measurable and attainable  
Prioritizes multiple projects  
Clearly articulates the business case for each project  
Accurately estimates level of effort, duration, and cost for each project  
Effectively delegates project work

### Proficient

#### *Performance Statement Examples*

Markets projects to create an awareness of the business value  
Creates high performance, "jelled" teams  
Monitors and evaluates projects for continuous improvement  
Focuses on results and measuring attainment of outcomes

### Expert

*Performance Statement Examples*

Supports projects that have an enterprise-wide value

Ability to influence a wide cross section of leaders to adopt and actively support strategic projects

Uses support and influence to ensure financing for projects with strategic importance

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## Strategic Focus

### Novice

#### *Performance Statement Examples*

Builds Business, Technical, and Human Interaction skills equally  
Openness and willingness to support leaders' vision  
Understands key business priorities  
Understands that change is needed to stay competitive as an organization

### Competent

#### *Performance Statement Examples*

Is aware of how their work and actions affect the overall organization  
Takes an appropriate role in supporting and leading change  
Uses analytical ability and creative thinking to solve problems  
Responds positively to developing opportunities or new trends

### Proficient

#### *Performance Statement Examples*

Understands how to create an awareness of the department's value  
Evaluates and chooses the appropriate type of partnership for each vendor  
Determines objectives and sets priorities  
Fosters strategic understanding of key business priorities in others  
Seeks innovation and imagines new and different futures  
Proactively improves efficiencies and drives down cost  
Helps the team translate vision into action

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## Expert

### *Performance Statement Examples*

Drives activities towards larger strategic goals

Envisions the future and acts as a catalyst for organizational change

Understands short and long term plans and goals and determines how to best position the organization to be competitive in a global economy

Builds a shared vision

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## Technical Understanding

### Novice

#### *Performance Statement Examples*

Aware of organizational technologies and how they're applied  
Stays informed of advances in technology  
Sees technology as a tool to solve a problem  
Is able to translate technology into business language

### Competent

#### *Performance Statement Examples*

Technically competent in a specific discipline, but collaborates with other technical areas  
Understands the steps that constitute the work, the flow of the work between groups (across functional boundaries) and the related outcome  
Uses data modeling to understand business situations/processes

### Proficient

#### *Performance Statement Examples*

Acts as a source of high-level technical information  
Aware of emerging technologies  
Exhibits a broad range of high-level technical knowledge  
Applies technical knowledge and skills to achieve desired strategic results  
Understands solution impacts across the organization  
Maintains an inventory of staff technical competencies and weaknesses

### Expert

*Performance Statement Examples*

Keeps up on new technology and employs it when appropriate

Plans technology resources to meet future client need and determines the best mix of resources (internal and external)

Cultivates understanding and support of technology with key leaders of the organization

Establishes strategic technology direction to advance business goals

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