

IT Leadership Skill	Definition
Agility	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. Link to behaviors
Business Acumen	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. Link to behaviors
Client Orientation	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. Link to behaviors
Collaboration	Collaborative decision making among several parties that involves exploring positions and alternatives to reach outcomes that gain acceptance and support of all involved. Link to behaviors
Communication Skills	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. Link to behaviors
Digital Acumen	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. Link to behaviors
Influencing Others	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. Link to behaviors
Innovation	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. Link to behaviors

Leadership	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. Link to behaviors
Leading Change	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. Link to behaviors
Organizational Understanding	Having a clear picture of the workings, structure, and culture of the organization, as well as the political, social, and economic issues effecting it. Link to behaviors
Problem Solving	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. Link to behaviors
Project Management	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. Link to behaviors
Strategic Focus	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. Link to behaviors
Technical Understanding	Employs the use of technology appropriately to enhance the overall value of the organization. Link to behaviors

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

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

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

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

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

Client Orientation

Novice

- 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

- 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

- 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

Expert

- 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

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

- 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

- 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

- 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

Communication

Novice

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

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

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

Expert

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

- 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

- 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

- 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

- 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)

Influencing Others

Novice

- 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
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Competent

- 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
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Proficient

- 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

- 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

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

Competent

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

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

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

Leadership

Novice

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

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

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

Expert

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

- 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

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

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

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

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

Problem Solving

Novice

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

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

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

Expert

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

Project Management

Novice

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

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

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

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

Strategic Focus

Novice

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

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

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

Expert

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

Technical Understanding

Novice

- 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

- 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

- 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

- 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