

Profile title			
DIGITAL TRANSFORMATION LEADER ROLE (25)			
Summary statement	Provides leadership for the implementation of the digital transformation strategy of the organisation.		
Mission	Drives cultural change and builds digital capability to deliver innovative business models and processes.		
Deliverables	Accountable	Responsible	Contributor
	<ul style="list-style-type: none"> Digital Transformation Roadmap 	<ul style="list-style-type: none"> Digital Transformation Strategy 	<ul style="list-style-type: none"> Solution and Critical Business Process Integration Proposal
Main task/s	<ul style="list-style-type: none"> Shape and deliver a digital strategy Develop awareness and education to improve digital capability Demonstrate the benefits of digital transformation implementation Advise and support on a 'digital by design' approach Lead cultural change required to facilitate digital strategy Lead and mobilise key organisation influencers to implement digital transformation 		

The table above is an extract from *European ICT professionals role profiles* Ref. No. CWA 16458-1:2018 E © 2018 CEN

The following pages map SFIA skills and competency levels to the role profile. There are 2 parts to the mapping:

• **The Level of responsibility.**

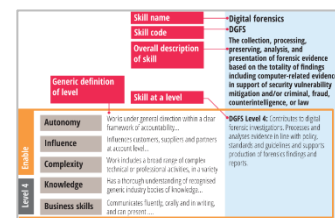
A common language is used to describe levels of responsibility across roles in all professional disciplines. The SFIA Framework consists of seven levels of responsibility; Level 1, the lowest, to Level 7, the highest. The levels describe the behaviours, values, knowledge and characteristics that an individual should have in order to be identified as competent at the level. Each of the levels is also labelled with a phrase to summarise the level of responsibility.

Level 7	Set strategy, inspire, mobilise
Level 6	Initiate, influence
Level 5	Ensure, advise
Level 4	Enable
Level 3	Apply
Level 2	Assist
Level 1	Follow

• **The Professional skills.**

SFIA 7 consists of 102 professional skills. Each skill description is made up of an overall definition of the skill and a description of the skill at each of up to seven levels.

The skill level descriptions provide a detailed definition of what it means to practice the skill at each level of competency. The skill level descriptions are aligned to the 7 levels of responsibility which ensures consistency throughout the SFIA framework making it solid and robust across professional disciplines.



NB: This is an illustrative skills profile only. It may not be the best fit for your organization. Anyone using this document should take care to apply the principles of SFIA to their own organisation and role design. See the [SFIA website](#) for further guidance.

EU ICT Digital Transformation Leader role (25)

SFIA Generic Responsibility Levels for the Role

Autonomy - Level 7

- At the highest organisational level, has authority over all aspects of a significant area of work, including policy formation and application
- Is fully accountable for actions taken and decisions made, both by self and others to whom responsibilities have been assigned

Influence - Level 7

- Makes decisions critical to organisational success
- Inspires the organisation, and influences developments within the industry at the highest levels
- Advances the knowledge and/or exploitation of technology within one or more organisations
- Develops long-term strategic relationships with customers, partners, industry leaders and government

Complexity - Level 7

- Leads on the formulation and implementation of strategy
- Applies the highest level of leadership skills
- Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment

Knowledge - Level 7

- Has established a broad and deep business knowledge including the activities and practices of own organisation and a broad knowledge of those of suppliers, partners, competitors and clients
- Fosters a culture to encourage the strategic application of generic and specific bodies of knowledge within own area of influence

Business Skills - Level 7

- Has a full range of strategic management and leadership skills
- Communicates the potential impact of emerging practices and technologies on organisations and individuals and assesses the risks of using or not using such practices and technologies
- Understands, explains and presents complex ideas to audiences at all levels in a persuasive and convincing manner
- Assesses the impact of legislation and actively promotes compliance and inclusivity
- Ensures that the organisation develops and mobilises the full range of required skills and capabilities
- Champions security within own area of work and throughout the organisation

EU ICT Digital Transformation Leader role (25)

SFIA Professional Skills for the Role

Core - all people performing this job will need this skill. Optional - some people performing this job will need the skill.

Core: Innovation @ Level 7

- Leads development of a culture encouraging innovation, risk taking and collaboration
- Embeds innovation processes across business units and links strategy execution with innovation
- Aligns organisational and individual rewards, performance and measures with innovation

Core: Organisation design and implementation @ Level 7

- Establishes and communicates the reasons for organisational structure and culture change
- Secures organisational commitment and resources needed for organisational and culture change
- Supports the change by removing obstacles, advocating and lobbying for change at the highest levels
- Puts in place mechanisms to reinforce and embed organisational and culture change
- Acts as a role model for desired behaviors and sets consistent standards and expectations

Core: Business process improvement @ Level 7

- Directs the creation and review of an cross functional, enterprise wide approach and culture for business process management and improvement
- Drives the identification, evaluation and adoption of disruptive technologies to transform organisational agility, customer/user experience, improve supply chains and exploit business opportunities
- Directs cross functional, enterprise-wide improvements to business processes and business process management
- Aligns business strategies, enterprise transformation and technology strategies
- Ensure that the strategic application of business process change is embedded in the governance and leadership of the organisation
-

Core: Analytics @ Level 7

- Directs the creation and review of a cross functional, enterprise wide approach and culture for analytics
- Leads the provision of the organisation's analytics capabilities
- Leads the organisation's commitment to efficient and effective analysis of textual / numerical / visual / audio information

Core: Relationship management @ Level 7

- Determines the strategic approach to understanding stakeholder objectives and requirements
- Works with all interested parties to establish effective relationships between stakeholders, including responsibility for the relationship between technology functions and end users
- Establishes and promotes the overall vision for how stakeholder objectives are met and determines organisational roles and alignment
- Actively manages relationships with the most senior stakeholders, and is the ultimate escalation point for issue resolution
- Defines, and gains agreement on, the principles for establishing effective relationships between stakeholders, including responsibility for the relationship between IT functions and end users

Core: Strategic planning @ Level 7

- Leads the definition, implementation, communication of the organisation's strategic management framework and directs the creation and review of a strategy and plans to support the strategic requirements of the business