Employee Capability Model
Senior Software Architect

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March 2025

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Competency	**Competency Description**	**Next-Level Competency Description**
Communication Skills	**Summary:** A professional at this band excels in conveying complex information clearly and honestly, ensuring all relevant details are communicated effectively. They are adept at active listening, avoiding assumptions, and setting expectations through direct conversations. They regularly pass on requirements and feedback to their team, ensuring alignment and understanding. **Example:** A senior project leader delivers detailed project plans and progress reports, both in writing and verbally, ensuring all stakeholders are informed. They listen to team members' input, address concerns promptly, and provide thorough feedback to improve performance and maintain alignment.	**Summary:** This professional demonstrates exceptional communication skills, conveying information clearly, honestly, and comprehensively in a timely manner. They are masters of active listening, avoiding assumptions, and setting and managing expectations. They excel in passing on requirements and feedback to their team, fostering an environment of transparency and trust. **Example:** An executive consistently communicates strategic visions and updates with clarity and precision, both in writing and during presentations. They facilitate open discussions, encourage feedback, and ensure all team members understand their roles and expectations. Their communication fosters a culture of openness and mutual respect, driving the organization towards its goals.
Giving and Receiving Feedback	**Summary:** A professional at this level consistently seeks feedback from multiple sources and integrates it effectively into their work. They are adept at giving feedback that is honest and supportive, helping others set and achieve their goals. They demonstrate awareness of and manage reactions to negativity bias, intentionally balancing feedback to be more positive. They foster a feedback-rich environment where open communication is encouraged and valued. **Example:** A senior leader conducts regular 360-degree feedback sessions to gather comprehensive input on their performance and uses it to drive personal and team development. They give feedback in a way that motivates and inspires their team to improve, providing clear guidance and support.	**Summary:** This professional exemplifies the highest level of skill in giving and receiving feedback. They continuously seek feedback and mentor others on doing the same. Their feedback is constructive, actionable, and fosters a culture of continuous improvement and achievement. They are aware of and manage reactions to negativity bias, intentionally providing more positive feedback. They handle critical feedback with grace, using it as a tool for strategic growth. **Example:** An executive regularly engages in self-reflection based on feedback from peers, subordinates, and mentors, making significant improvements. They provide insightful, growth-oriented feedback to their team, fostering an environment where feedback is viewed as an essential and positive aspect of professional development. They coach others on effective feedback techniques, promoting a culture of continuous improvement throughout the organization.

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Mentoring	**Summary:** A professional at this band excels in mentoring and effectively delegating tasks to develop others' skills. They are adept at identifying growth opportunities and providing targeted training and development support. They recognize the potential in others and take a strategic approach to guide and develop their skills, often stepping back to empower their team. **Example:** A senior leader assigns challenging projects to team members based on their strengths and development needs, providing necessary resources and support. They create personalized development plans, identify potential leadership candidates, and provide opportunities for them to grow. They know when to step back and allow team members to take ownership of their tasks.	**Summary:** This professional demonstrates exceptional mentoring skills, consistently delegating to foster team growth. They have a keen ability to identify and cultivate potential in others, providing comprehensive support and development opportunities. They empower others by stepping back appropriately, creating a culture of continuous learning and development. **Example:** An executive mentors emerging leaders within the organization, providing strategic guidance and challenging assignments that promote growth. They establish a mentorship program, fostering a culture where knowledge sharing and development are prioritized. They step back to allow their mentees to lead projects independently, offering support as needed while encouraging autonomy and innovation.
Negotiation and Influencing	**Summary:** A professional at this level excels in negotiation and influencing. They effectively engage others, facilitating negotiations that result in measurable and desirable outcomes. They use data and emotional intelligence to support their arguments and are adept at persuading others. They can passionately advocate for a point of view yet wholly commit to a decision once it is made, not taking disagreements personally. They navigate complex negotiations skillfully, opening others to new possibilities. **Example:** A senior leader negotiates resource allocation with other teams, presenting a compelling case supported by data and addressing potential concerns. They achieve agreement by demonstrating the mutual benefits of their proposal and showing flexibility in accommodating others' needs.	**Summary:** This professional demonstrates exceptional negotiation and influencing skills, consistently achieving desirable and measurable outcomes. They engage others in a manner that fosters the discovery of common ground and openness to new possibilities. They passionately advocate for a point of view yet wholly commit to a decision once it is made, not taking disagreements personally. As influential leaders, they guide complex negotiations with strategic thinking and emotional intelligence. **Example:** An executive leads high-stakes negotiations with key partners, leveraging comprehensive data and deep understanding of all parties' interests to reach agreements that drive significant value for the organization. They persuade stakeholders to embrace innovative solutions, creating win-win scenarios and fostering long-term relationships.

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Personality	**Summary:** A professional at this band excels in demonstrating warmth and relatability. They are highly approachable and people-oriented, showing deep compassion and understanding. They foster a nurturing environment, consistently maintaining an informal and engaging attitude that makes others feel valued and respected. **Example:** A senior leader creates a welcoming environment by hosting regular team-building activities and informal gatherings. They remember personal details about their team members and show genuine concern for their well-being, making everyone feel included and valued.	**Summary:** This professional exemplifies exceptional personality, consistently demonstrating warmth, relatability, and compassion. They are a natural at nurturing relationships and maintaining a positive, engaging attitude. They are approachable and people-oriented, creating a culture of inclusivity and support within the organization. **Example:** An executive is known for their open-door policy and genuine interest in employees at all bands. They foster a culture of warmth and inclusivity, leading by example with their positive and engaging interactions. Their compassionate approach makes everyone feel valued and heard, significantly enhancing the overall work environment.
Recognition	**Summary:** A professional at this band excels in recognizing and celebrating wins. They consistently provide positive reinforcement and support, creating a culture of appreciation and motivation. They actively share client praise and success stories, ensuring that achievements are widely recognized and celebrated. **Example:** A senior leader implements a formal recognition program, regularly highlighting team and individual achievements in company-wide communications. They share detailed client praise and success stories, making recognition an integral part of the organizational culture.	**Summary:** This professional demonstrates exceptional skill in recognizing and celebrating wins. They are a role model for providing positive reinforcement and motivation, creating a culture of continuous appreciation and support. They seamlessly integrate recognition into the fabric of the organization, ensuring that all achievements, big or small, are celebrated and reinforced. **Example:** An executive leads by example in celebrating successes, from small daily wins to major project completions. They regularly highlight client praise and success stories in all-staff meetings, newsletters, and social media, fostering an environment where recognition is a key driver of motivation and positive behavior.

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Teamwork	**Summary:** A professional at this band excels in fostering high-performance collaboration. They effectively coordinate and align team efforts, ensuring that all team members are working towards common goals. They work cooperatively across departments and build strong, collaborative relationships, enhancing overall team performance. **Example:** A senior leader collaborates with other teams to ensure seamless project execution. They lead cross-functional teams, aligning goals and resources, and regularly communicate progress and challenges. They create an environment where team members feel valued and motivated to contribute their best.	**Summary:** This professional demonstrates exceptional teamwork skills, consistently fostering high-performance collaboration across the organization. They lead by example, creating a culture of effective coordination, alignment, and cooperation. They build and maintain strong relationships within and outside their direct team, driving the organization towards common goals. **Example:** An executive champions cross-team initiatives, ensuring that all teams are aligned and working together towards strategic objectives. They mentor other leaders on effective teamwork practices, creating a cohesive and collaborative organizational culture. They celebrate team successes and foster a sense of shared purpose and achievement.
Balance	**Summary:** A professional at this band excels in maintaining a well-balanced life. They are adept at managing multiple commitments and stakeholders, making informed trade-offs that ensure a healthy balance between business and family, activity and reflection, work and leisure. They have strong stress management strategies and regularly engage in self-renewal activities. **Example:** A senior leader efficiently delegates tasks to manage their workload, prioritizing key commitments and setting aside time for family and personal interests. They practice mindfulness and regularly reflect on their activities to maintain a sense of purpose and well-being.	**Summary:** This professional demonstrates exceptional ability to maintain balance in life, serving as a role model for others. They expertly manage multiple commitments and stakeholders, making strategic trade-offs that sustain a healthy equilibrium between all areas of life. They have mastered stress management, regularly engage in self-renewal, and maintain a strong sense of self. **Example:** An executive leads by example, showing how to balance a demanding career with family responsibilities and personal interests. They mentor others on achieving balance, promote a culture of well-being within the organization, and maintain a resilient, stress-free demeanor even in high-pressure situations.

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Composure and Conflict Management	**Summary:** A professional at this band consistently maintains self-regulation even in high-stress environments. They can think clearly and make rational decisions under pressure. Their deep understanding and anticipation of others' needs and emotions foster strong relationships. They effectively negotiate and mediate conflicts, balancing the interests of all parties involved. **Example:** A senior project manager navigates a crisis with a key client by staying calm and composed, ensuring clear communication and demonstrating a deep understanding of the client's concerns. They successfully mediate between the client and the internal team to reach a satisfactory resolution for all parties.	**Summary:** This professional exhibits exemplary emotional regulation and conflict management, serving as a role model for others. They maintain unwavering composure in the most challenging situations, demonstrating profound empathy and creating a supportive environment. They lead by example in reconciling opposing views and facilitate tough conversations with patience and fairness, ensuring all parties feel valued and their interests protected. **Example:** An executive faces a major organizational change that causes anxiety among employees. By staying calm and empathetic, they lead open forums for discussion, listen to concerns, and guide the company through the transition smoothly. Their ability to handle tough conversations and reconcile different viewpoints earns them widespread respect and trust within the organization.
Continuous Learner	**Summary:** A professional at this band excels in continuous learning, consistently pursuing self-awareness, wisdom, knowledge, and insight. They are highly inquisitive, ask the right questions, and are open-minded. They embrace a growth mindset, actively working on developing their abilities through dedication and hard work, and they mentor others to foster a learning culture. **Example:** A senior leader reads extensively on industry trends, attends advanced training, and engages in professional development programs. They ask deep, thought-provoking questions and encourage their team to do the same. They implement learnings to drive innovation and mentor team members to support their growth.	**Summary:** This professional exemplifies a continuous learner, demonstrating exceptional interest and commitment to learning and growth. They are a role model for curiosity, wisdom, and open-mindedness, consistently seeking and sharing knowledge. They fully embody a growth mindset, believing in the potential for development through dedication and hard work. They establish continuous learning as core to the organizational culture, ensuring frameworks and resources are in place to support ongoing development and inspire others to adopt the same approach. **Example:** An executive regularly engages in self-directed learning, pursues advanced certifications, and participates in thought leadership forums. They ask visionary questions that drive organizational growth and innovation. They foster a culture of continuous learning within the organization, providing resources and support for team members to develop their skills and capabilities.

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Self-Awareness	**Summary:** A professional at this level excels in understanding their emotions, thoughts, and behaviors through deep self-reflection. They have a comprehensive awareness of their strengths and weaknesses and consistently make emotionally informed decisions. They recognize that spending time on creative strengths is energizing, while spending time in reactive tendencies is draining and can lead to burnout. They demonstrate high levels of compassion, thoughtfulness, and intuition in their professional and personal interactions. **Example:** A senior leader practices mindfulness and meditation to maintain emotional balance and clarity. They have a strong sense of their strengths and areas for development, actively working on self-improvement. They make thoughtful and intuitive decisions, considering the emotional well-being of their team and fostering a supportive work environment.	**Summary:** This professional exemplifies exceptional self-awareness, fully understanding their emotions, thoughts, and behaviors. They are adept at recognizing and leveraging their strengths while addressing their weaknesses and understand that focus on creative strengths is renewing and operating from a reactive tendency is depleating. They consistently make emotionally informed decisions with deep compassion, thoughtfulness, and intuition, serving as a role model for others. **Example:** An executive engages in continuous self-reflection and personal development, maintaining a high band of emotional intelligence. They have a profound understanding of their strengths and limitations and use this awareness to lead with empathy and insight. Their decisions are deeply informed by their emotions and the needs of those around them, creating a compassionate and thoughtful organizational culture.
Selfless Leader	**Summary:** A leader at this band excels in prioritizing service over self-interest, consistently creating results that serve the common good. They effectively manage their ego and display a high degree of humility. They clearly understand the limits of pride and actively seek help and input from others to achieve the best outcomes. **Example:** A senior leader deflects praise to highlight team efforts and successes. They demonstrate humility by actively listening to their team's ideas and incorporating them into decisions. They openly admit when they need assistance and foster a collaborative environment.	**Summary:** This leader exemplifies selflessness, consistently prioritizing the common good over personal ambition. They have mastered ego management and display profound humility. They fully recognize the limits of pride and seamlessly ask for and offer help to achieve the best outcomes for the organization. They inspire others to adopt a selfless approach to leadership. **Example:** An executive makes strategic decisions that prioritize the long-term success of the organization and its people over short-term personal gains. They consistently highlight their team's achievements, showing deep humility and appreciation for others' contributions. They are known for their willingness to ask for help and to provide support, fostering a culture of mutual respect and selflessness throughout the organization.

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Accountability	**Summary:** A professional at this band excels in taking ownership for themselves and others, including clients. They consistently admit failures without fear and use them as learning opportunities. They create an environment where accountability is valued and practiced, ensuring that everyone understands their responsibilities and meets them. **Example:** A senior leader openly discusses project outcomes with their team, highlighting both successes and failures. They take full responsibility for any issues, transparently communicate with clients about setbacks, and work collaboratively to find solutions. They mentor their team to embrace accountability in their roles.	**Summary:** This professional exemplifies accountability, consistently taking ownership for themselves, their team, and their clients. They openly admit failures and use them to drive continuous improvement. They foster a culture of accountability, where everyone feels responsible for their actions and outcomes, and where admitting mistakes is seen as a step towards growth. **Example:** An executive leads by example, taking responsibility for strategic decisions and their outcomes. They create a transparent environment where failures are openly discussed and used as learning experiences. They hold regular accountability sessions with their team and clients, ensuring that all parties are aligned and committed to their responsibilities.
Courageous Authenticity	**Summary:** A professional at this band excels in courageous authenticity, consistently being true to themselves and relating to others with high integrity. They maintain transparency and openness in all interactions, frequently pushing back politely against unreasonable expectations. They are comfortable admitting their limitations and create an environment where openness and honesty are valued. **Example:** A senior leader openly discusses challenges and uncertainties with their team, fostering a culture of transparency. They consistently push back against unrealistic demands from higher-ups, advocating for their team's well-being while maintaining professional respect. They admit when they need further understanding and encourage their team to do the same.	**Summary:** This professional exemplifies courageous authenticity, consistently being true to themselves and relating to others in a genuine and high-integrity manner. They create and lead a culture of transparency and openness, where pushing back against unreasonable expectations is normalized and admitting uncertainties is seen as a strength. They inspire others to embrace and practice authenticity. **Example:** An executive leads by example, always maintaining transparency in communications with their team and stakeholders. They respectfully challenge unrealistic expectations from the board or clients, prioritizing ethical standards and the well-being of their organization. They openly admit their own limitations and actively foster an environment where everyone feels safe to be honest and authentic.

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Integrity	**Summary:** A professional at this band excels in adhering to values and principles, consistently following through on commitments. They lead by example with a high degree of honesty and trustworthiness, influencing others through their actions. They create a culture of integrity within their team or organization. **Example:** A senior leader consistently delivers on their promises and holds themselves accountable for their actions. They foster an environment of trust by being transparent about decisions and processes. They mentor others on the importance of integrity and ensure that their team operates with the same band of honesty and reliability.	**Summary:** This professional exemplifies the highest standards of integrity, consistently adhering to a robust set of values and principles. They are unwavering in their commitment to follow through on promises and lead by example with exceptional honesty and trustworthiness. They inspire and cultivate a culture of integrity throughout the organization. **Example:** An executive consistently demonstrates integrity in all aspects of their leadership, making decisions that align with their core values and principles. They are transparent with stakeholders, even when faced with difficult situations, and ensure that the entire organization upholds the highest standards of honesty and trustworthiness. They are a role model for integrity, inspiring confidence and trust at all bands.
Attention to Detail	**Summary:** A professional at this band excels in being thorough and precise. They notice and address even the smallest details in their work, consistently ensuring high-quality outcomes. They have developed a meticulous review process and maintain a steady pace to prevent errors, demonstrating a strong commitment to accuracy. **Example:** A senior leader conducts detailed reviews of project plans and deliverables, ensuring every element meets high standards of quality. They mentor their team on best practices for maintaining attention to detail and create systems to support thorough and precise work.	**Summary:** This professional exemplifies exceptional attention to detail, consistently being thorough and precise in all aspects of their work. They lead by example, demonstrating meticulous review processes and unwavering accuracy. They create a culture of excellence by instilling the importance of attention to detail across their organization. **Example:** An executive consistently delivers flawless presentations and reports, having scrutinized every detail for accuracy and completeness. They implement organization-wide standards for attention to detail, ensuring that all team members understand and adhere to these high expectations. Their leadership ensures that quality and precision are top priorities throughout the organization.

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Problem Solving	**Summary:** A professional at this level excels in creative problem solving. They thoroughly break down complex problems, think ahead to anticipate future challenges, and consistently foster innovation. They introduce new approaches or viewpoints to existing problem sets, developing effective, forward-thinking solutions. They encourage a collaborative approach to problem solving within their team. **Example:** A senior leader faces a significant project delay and conducts a detailed analysis to understand all contributing factors. They develop a comprehensive plan to address the immediate issues and implement changes to prevent future delays. They also introduce innovative tools and techniques to improve project management efficiency.	**Summary:** This professional exemplifies exceptional problem-solving skills, consistently engaging in creative and strategic approaches. They break down complex problems with ease, anticipate and plan for future challenges, and foster a culture of innovation. They introduce new approaches or viewpoints to existing problem sets and lead their team or organization in developing effective, cutting-edge solutions. **Example:** An executive encounters a major market shift affecting the company's business model. They lead a cross-functional team to dissect the problem, anticipate long-term impacts, and develop a strategic plan that includes innovative product offerings and new market approaches. They cultivate an environment where creative problem solving is encouraged and rewarded, driving the organization to adapt and thrive.
Stakeholder Management	**Summary:** A professional at this band excels in stakeholder management, actively building and maintaining strong relationships with all stakeholders. They consistently prioritize stakeholder needs and integrate their perspectives into decision-making processes. They demonstrate a high band of commitment to serving the community and global welfare, seeking mutually beneficial outcomes. **Example:** A senior leader develops a stakeholder engagement strategy that includes regular communication, feedback loops, and collaborative decision-making processes. They ensure that stakeholder needs and interests are central to their strategic planning and execution, balancing these with community and global welfare considerations.	**Summary:** This leader exemplifies exceptional stakeholder management, consistently prioritizing the needs and interests of all stakeholders while serving the community and global welfare. They lead by example in actively engaging stakeholders, fostering robust relationships, and incorporating diverse perspectives into decision-making. They drive their organization towards achieving mutually beneficial outcomes that serve the greater good. **Example:** An executive creates a culture of stakeholder engagement within the organization, ensuring that stakeholder management practices are embedded in all bands of operation. They lead initiatives that align stakeholder interests with community and global welfare goals, demonstrating a deep commitment to ethical and sustainable practices. They regularly consult with stakeholders to co-create solutions that benefit all parties involved.

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Sustainable Productivity	**Summary:** A leader at this band excels in balancing immediate results with the organization's long-term effectiveness. They adeptly manage human and technical resources, implementing sustainable practices that enhance performance over time. They create an environment where high productivity is consistently achieved through thoughtful and sustainable actions. **Example:** A senior leader develops a comprehensive resource management plan that includes professional development for team members and regular maintenance and upgrades for technical resources. They prioritize initiatives that promote long-term sustainability, such as reducing waste and improving energy efficiency, while consistently achieving high-performance outcomes.	**Summary:** This leader exemplifies exceptional ability in achieving sustainable productivity, consistently balancing immediate results with long-term effectiveness. They lead by example, fostering a culture of sustainable practices and high performance. They integrate innovative and sustainable actions into the organization's strategy, ensuring ongoing success and effectiveness. **Example:** An executive implements an organization-wide sustainability program that includes advanced resource management techniques, investment in renewable energy, and continuous improvement initiatives. They inspire their teams to adopt sustainable practices and demonstrate that achieving high productivity and long-term effectiveness are mutually reinforcing goals. Their leadership ensures the organization thrives both now and in the future.
Systems Thinker	**Summary:** A professional at this band excels in systems thinking, consistently making decisions with the entire system's long-term health in mind. They demonstrate strong contextual awareness and big picture thinking, effectively integrating these perspectives into their work. They break down complex problems into actionable steps that align with strategic goals. **Example:** A senior leader evaluates new initiatives by considering their impact on the organization's long-term strategy and ecosystem. They develop detailed plans that incorporate various stakeholders' needs and ensure that every step taken supports sustainable growth and system resilience.	**Summary:** This professional exemplifies exceptional systems thinking, consistently integrating a whole system perspective into their decision-making. They lead by example, fostering a culture of contextual awareness and big picture thinking. They expertly break down work into actionable steps that promote the system's long-term health and sustainability. **Example:** An executive designs and implements a strategic plan that addresses immediate goals while positioning the organization for future success. They consider economic, environmental, and social factors, ensuring that their decisions benefit the entire ecosystem. They mentor others in systems thinking, encouraging holistic approaches and sustainable practices throughout the organization.

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Purposeful and Visionary	**Summary:** A professional at this band excels in communicating and modeling a strong commitment to their personal purpose and vision. They consistently prioritize clients' best interests, fostering high trust through integrity and reliability. They provide clear and inspiring direction, ensuring that their team understands and is motivated by the shared vision. **Example:** A senior leader articulates a compelling vision for their department that aligns with the organization's goals and clients' needs. They consistently act in ways that build trust and demonstrate their commitment to this vision. They provide clear and actionable guidance to their team, ensuring everyone understands their role in achieving the vision.	**Summary:** This professional exemplifies exceptional purpose and vision, consistently communicating and modeling a deep commitment to their values and goals. They seamlessly integrate clients' best interests into their vision, fostering an environment of high trust and mutual respect. They provide clear, visionary direction that inspires and motivates others to achieve shared goals. **Example:** An executive articulates a transformative vision for the organization that prioritizes clients' needs and drives long-term success. They consistently model their commitment to this vision through their actions and decisions, building a high band of trust with clients and team members. They provide clear, strategic direction that empowers and inspires the entire organization to work towards the shared vision.
Strategic Planning	**Summary:** A professional at this band excels in strategic planning, consistently thinking and planning rigorously for both near and long-term success. They effectively redirect stakeholder focus to align with strategic goals and have a strong ability to identify and address client pain points. Their planning is comprehensive and integrated into the organization's overall strategy. **Example:** A senior leader develops a multi-year strategic plan that incorporates market trends, client feedback, and organizational goals. They lead initiatives to address client pain points proactively and ensure that all stakeholders are aligned with the strategic vision. Their plans are detailed and consider a wide range of factors affecting long-term success.	**Summary:** This professional exemplifies exceptional strategic planning skills, consistently ensuring the organization thrives in the near and long term. They lead by example in redirecting stakeholder focus and identifying and resolving client pain points. Their strategic plans are visionary, comprehensive, and drive sustainable success for the organization. **Example:** An executive crafts a visionary strategic plan that positions the organization for long-term growth and innovation. They expertly align stakeholders with the strategic objectives and lead initiatives that address current and future client needs. Their planning process is thorough, integrating diverse perspectives and anticipating market shifts, ensuring the organization remains competitive and resilient.

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Achieves Results	**Summary:** A professional at this band excels in achieving results, demonstrating a strong bias for action and high action orientation. They set ambitious goals, organize, and plan meticulously, ensuring all steps are mapped out to accomplish tasks. They prioritize effectively, maintaining exceptional diligence and discipline through rigorous follow-up and persistence. Their resilience and responsiveness are well-developed, enabling them to ensure timely delivery of results and quickly adapt to changing circumstances. **Example:** A senior leader establishes strategic goals for their team, developing comprehensive plans to achieve them. They consistently prioritize initiatives that drive the most significant impact, following up regularly to ensure progress. They exhibit strong resilience, swiftly adapting to market changes or internal challenges while keeping their team focused and motivated.	**Summary:** This professional exemplifies exceptional ability in achieving results, consistently demonstrating a strong bias for action and unparalleled action orientation. They set visionary goals, organize and plan with precision, and meticulously map out steps to accomplish tasks. They prioritize with exceptional skill, maintaining the highest bands of diligence and discipline through relentless follow-up and persistence. They are highly resilient and responsive, ensuring not only timeliness of results but also the ability to thrive amidst changing circumstances. **Example:** An executive leads the organization to achieve transformative goals, developing and executing strategic plans that drive long-term success. They prioritize initiatives that align with the company's vision and ensure rigorous follow-up to maintain momentum. They are highly adaptable, responding to industry shifts and internal dynamics with agility and resilience, inspiring their team to achieve exceptional results even in the face of adversity.
Time Management	**Summary:** A professional at this level excels in managing their time and the time of others. They prioritize tasks strategically, ensuring meetings are productive and only held when necessary. They consistently deliver results on time and handle multitasking with high efficiency and organization. They proactively communicate with the team when workload exceeds capacity, fostering transparency and collaboration. **Example:** A senior leader develops and adheres to a detailed schedule that includes time blocks for focused work, meetings, and strategic planning. They lead by example, ensuring that all meetings have clear agendas and outcomes. They effectively delegate tasks and manage their team's time to optimize productivity and consistently meet deadlines.	**Summary:** This professional demonstrates exceptional time management skills, efficiently managing their time and the time of others through expert scheduling and multitasking. They prioritize tasks with precision, ensuring all meetings are productive and necessary. They consistently deliver outstanding results on time and proactively communicate with the team when workload exceeds capacity, fostering a culture of effective time management within their organization. **Example:** An executive sets a high standard for time management by creating and maintaining a highly efficient schedule that maximizes productivity. They implement time management best practices across the organization, such as mandatory agendas for meetings and regular time audits. Their strategic prioritization and delegation ensure that both they and their teams consistently achieve their goals on time, driving the organization's success.

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Agility	**Summary:** A professional at this band excels in adapting to changing conditions, challenges, and opportunities. They are highly flexible, responsive, and proactive in managing uncertainty and complexity. They consistently embrace change, engage in continuous learning, and apply innovative problem-solving techniques to maintain productivity and achieve goals. **Example:** A senior leader navigates a major market shift by quickly adjusting the strategic plan and reallocating team efforts. They foster a culture of agility, encouraging team members to continuously learn and innovate, ensuring that the organization remains productive and achieves its objectives despite external pressures.	**Summary:** This professional exemplifies exceptional agility, consistently and effectively adapting to changing conditions, challenges, and opportunities. They lead by example in being flexible, responsive, and proactive in managing uncertainty and complexity. They create an environment that embraces change, prioritizes continuous learning, and fosters innovative problem-solving, driving sustained productivity and goal achievement. **Example:** An executive successfully steers the organization through significant industry disruptions by swiftly implementing strategic pivots and fostering an agile culture. They champion continuous learning and innovation at all bands, ensuring the organization not only adapts but thrives amidst change, maintaining high productivity and achieving long-term goals.
Efficiency	**Summary:** A professional at this band excels in achieving maximum productivity with minimal wasted effort or resources. They consistently streamline processes, accurately predict and address potential obstacles early, and ensure thorough preparation for all tasks. They practice over-optimization, ensuring tasks are completed swiftly and effectively with a high band of efficiency. **Example:** A senior leader implements advanced project management techniques to streamline operations and eliminate bottlenecks. They predict issues on tickets accurately and prepare comprehensive plans that account for potential obstacles, ensuring tasks are completed on time and with optimal use of resources.	**Summary:** This professional exemplifies exceptional efficiency, consistently achieving maximum productivity with minimal wasted effort or resources. They lead by example, creating a culture of efficiency within the organization. They excel in streamlining processes, predicting and mitigating potential obstacles early, and ensuring thorough and proactive preparation. Their practice of over-optimization drives the organization to consistently achieve swift and effective results. **Example:** An executive develops and implements organization-wide strategies that prioritize efficiency in all operations. They establish best practices for streamlining processes and proactively addressing potential issues, ensuring the organization operates with maximum productivity and minimal waste. Their leadership fosters a culture of continuous improvement and over-optimization, resulting in consistently high performance and resource efficiency.

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Decision Making	**Summary:** A leader at this band excels in making quality decisions quickly, effectively managing uncertainty and incomplete information. They are confident in moving forward despite ambiguity and consistently confer with others to ensure decisions are well-informed and balanced. Their decision-making process is thorough and strategic. **Example:** A senior leader routinely makes strategic decisions under tight deadlines, balancing risks and opportunities with incomplete data. They involve key stakeholders in the decision-making process, ensuring a collaborative approach that leverages diverse expertise and perspectives.	**Summary:** This leader exemplifies exceptional decision-making skills, consistently making high-quality decisions in a timely manner, regardless of uncertainty and incomplete information. They lead by example, demonstrating comfort and confidence in moving forward despite ambiguity. They foster a collaborative decision-making culture, actively seeking and valuing input from others to drive informed and strategic decisions. **Example:** An executive makes critical organizational decisions swiftly, navigating uncertainty with ease and confidence. They create an environment where team members feel valued for their input, ensuring that decisions are inclusive and consider a wide range of perspectives. Their leadership in decision making drives the organization's success and adaptability.
Business Acumen	**Summary:** A professional at this band understands and applies knowledge of business operations, strategies, and market dynamics. They demonstrate financial literacy, and posses strong strategic thinking and analytical skills. They effectively assess risks and have a deep understanding of industry trends and competitive landscapes, making informed decisions that drive organizational success. **Example:** A senior leader uses their understanding of financial metrics and industry trends to shape the company's strategic direction. They conduct thorough market analyses and competitive assessments, making data-driven decisions that enhance the organization's competitive position and profitability.	**Summary:** This professional exemplifies exceptional business acumen, consistently applying their extensive knowledge of business operations, strategies, and market dynamics to drive organizational success. They lead with advanced financial literacy, strategic thinking, and analytical prowess. Their comprehensive understanding of industry trends and competitive landscapes enables them to make informed, high-impact decisions and guide the organization toward sustained success. **Example:** An executive strategically leads the company by leveraging a profound understanding of market dynamics and financial principles. They foresee market shifts and position the organization to capitalize on emerging opportunities while mitigating risks. Their decisions consistently drive growth and ensure long-term success, setting a high standard for business acumen within the organization.

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Senior Software Architect		
Competency	**Competency Description**	**Next-Level Competency Description**
Project Acumen	**Summary:** A professional at this level has an in-depth understanding of project management principles. They are knowledgeable about writing and translating requirements, and understanding how to create and oversee accurate budgets and estimates. They grasp the concepts of managing costs, maintaining project scope, assessing risks, and managing timelines. They understand the importance of ensuring consistency and quality throughout the project lifecycle. **Example:** A senior employee gains insights into project management by studying detailed project plans that include clear requirements, budgets, and timelines. They observe how project costs and scope are managed effectively, how risks are anticipated and mitigated before they become issues, and how all project phases are kept consistent and aligned with the project's goals to achieve successful outcomes.	**Summary:** This professional has a comprehensive understanding of project management principles, recognizing what it takes to manage and execute projects with excellence. They are familiar with how to write and translate requirements, create and oversee precise budgets and estimates, and manage costs. They understand how to maintain project scope, assess and mitigate risks, and manage timelines. They appreciate the importance of consistency, quality, and success throughout the project lifecycle. **Example:** An experienced professional learns about project management by studying how an executive project manager leads large, complex projects. They observe the creation of comprehensive project plans with detailed requirements, accurate budgets, and precise timelines. They understand how costs and scope are expertly managed, risks are foreseen and mitigated, and how all project phases are executed consistently and effectively to ensure projects are delivered on time, within budget, and to the highest quality standards.