



13-Step Competency Checklist for the IT Department of the Future

Beyond Technical Skills

As you read through this checklist, think of each individual member of your team and evaluate them based on the below four competency categories.

Business Acumen

- **Problem Solver:** Profoundly understands the business issues of the business and position IT as a problem solver that delivers solutions.

Leading Through Change

- **Transformative Leadership:** Creates a vision, evaluates organizational design and structure, and inspires change in individuals who are committed to work through change.
- **Managing the Matrix Organization:** Understands the 'rules' of the matrix organization and maximizes the benefits of flat, responsive structures.
- **Problem Identification:** Understands the real cause of issues and separates symptoms from causes, and can identify the key driver causing the problem.
- **Critical Thinking:** Conceptualizes, applies, analyzes, synthesizes and / or evaluates information.
- **Accelerated Decision Making:** Makes group / team decisions, identifies short cuts in advance, and understands the short, medium and long-term risks and associated consequences.



Organizational Structure and Dynamics

- **Organizational Psychology and Dynamics:** Understands how and why organizations behave and react the way they do and can proactively manage the dynamics.
- **The Political Landscape:** Understands the concept of organizational power, who uses and / or abuses power. Can anticipate and manage the political landscape.
- **Managing Stakeholders:** Proactively communicates, and understands the politics and can effectively manage upward and laterally.

Complex Communication

- **Marketing the IT Message:** Can communicate and actively market what IT is doing and why is IT important. Can manage conversations regarding costs, timing and budget.
 - Internal - Can communicate transparently so everyone knows what's going on.
 - External – Can communicate transparently so your 'clients' know what's going on.
- **Managing Client Relationships:** Knows everything about the 'client' and can manage boundaries and expectations, understand 'client' business challenges and deliver solutions that are 'client' friendly and in line with expectations.
- **Influencing and Negotiating:** Understands IT value / currency, knows all involved constituents, and practices principled negotiation.
- **Disciplined Time Management:** Prepares, focuses, prioritizes, can say NO, adheres to schedules, avoids multitasking, and delegates appropriately.

Questions?

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