

SFIA For You

Practical SFIA for your personal leadership
development



Hello!



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*Director, Marketing & Client Success
SFIA 'People and Skills' contributor
SFIA Accredited Consultant, Trainer*



Adrienne Bolton
*Business Support Coordinator
On the SFIA journey!*



BEING HUMAN IN
A DIGITAL WORLD

What We'll Cover

- Driving your own development
- Levelling up
- Walk through
- Bringing it together

**Development workbook:
See link in the chat**

Our Leadership Skills



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BEING HUMAN IN
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Driving Your Development

Skill vs knowledge

Who is the musician?



Knowledge - *understanding your domain*



Skill - *putting the knowledge to use*

Vision and Purpose

What's your professional 'why'?

Workbook – Vision and Pathway

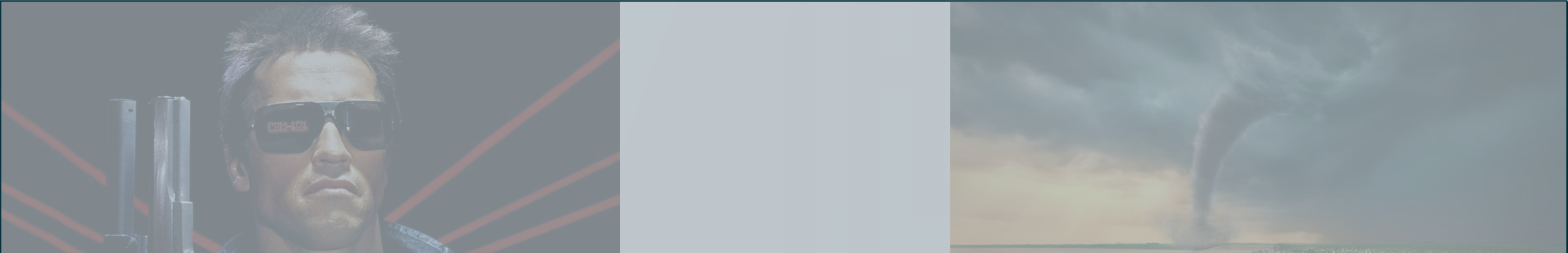
Vision and Pathway



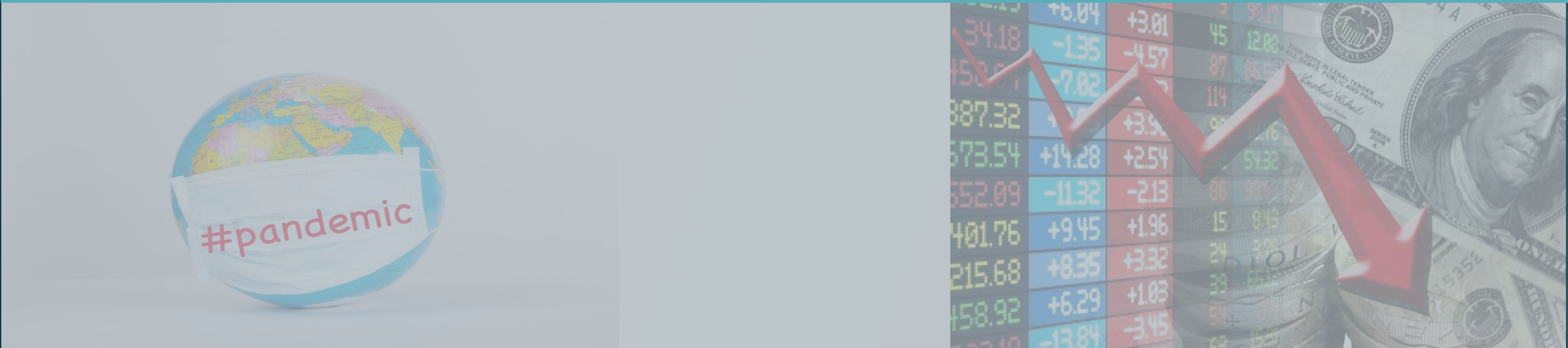
My Development Vision	
What do I want out of my career?	<i>Interesting job that pays the bills?</i> <i>Senior management role?</i> <i>Deep expert in your field?</i> <i>Run your own business?</i> <i>Something else?</i>
Why is that important to me?	
What does success look like with this?	<i>Achieving an interesting job with a good salary?</i> <i>Getting promoted to C Suite level?</i> <i>Being recognised as an expert specialist e.g. winning awards?</i> <i>Successful entrepreneurship?</i> <i>Successful sole trader/contractor?</i> <i>Something else?</i>
Can I identify any milestones on the way to that vision?	

Self-Reflection Questions - Building My Pathway	
What resources are available to me?	
What challenges are in my way re development?	
How can I address things one small step at a time?	
Who can I ask for more inspiration - e.g. colleagues who might know about projects at work I'm not aware of?	
Who is on my side - who can I enlist as a general sounding board and ally?	
What's the easiest first step I could take in any direction?	
What sounds most enjoyable - could that be an easy step?	
Where's the low hanging fruit in my development plan?	

What Next?



Let's build an active development plan to fit your personal vision and keep you current



Using SFIA



What skills do I have?
= starting point

What skills do I need?
= destination

Skills gap
= pathway to take

Monique: Senior Change Manager



Choose your own vision – they all matter!

NB: Both Monique and Hollyford Technologies are fictional examples, although based on real scenarios

Monique's Pathway

- Senior Change Manager to...
- PMO Director (C Suite)



Monique's SFIA Profile	
Levels of Responsibility	Level
Autonomy	6
Influence	5
Complexity	5
Knowledge	5
SFIA Skills	Level
Consultancy (CNSL)	5
Organisational Facilitation (OFCL)	4
Stakeholder Relationship Management (RLMT)	5
Organisational Change Management (CIPM)	5
Specialist Advice (TECH)	4
Content Authoring (INCA)	4
Employee Experience (EEXP)	4
Organisational Change Enablement (OCEN)	4

NB: Both Monique and Hollyford Technologies are fictional examples, although based on real scenarios

Introducing SFIA

- **SFIA** – the global common reference for skills and competency for the digital world

Key facts:

- ✔ 147 skills in SFIA 9
- ✔ 6 categories
- ✔ 7 levels

Characteristics:

- ✔ Activity focussed
- ✔ Tool/vendor agnostic
- ✔ Jargon free descriptors
- ✔ Refined over 20+ years



SFIA 9 Skills

6 categories

147 skills

Each skill described at up to 7 levels

672 skill-level descriptions

Strategy and architecture							
Strategy and planning							
Strategic planning	ITSP				4	5	6 7
Information systems coordination	ISCO						6 7
Information management	IRMG		3	4	5	6 7	
Enterprise and business architecture	STPL						5 6 7
Solution architecture	ARCH			4	5	6	
Innovation management	INOV					5	6 7
Emerging technology monitoring	EMRG				4	5	6
Formal research	RSCH		2	3	4	5	6
Sustainability	SUST				4	5	6
Financial and value management							
Financial management	FMIT				4	5	6
Investment appraisal	INVA				4	5	6
Benefits management	BENM			3	4	5	6
Budgeting and forecasting	BUFD		2	3	4	5	6
Financial analysis	FIAN		2	3	4	5	6
Cost management	COMG		2	3	4	5	6
Demand management	DEMM				4	5	6
Measurement	MEAS		2	3	4	5	6
Security and privacy							
Information security	SCTY		2	3	4	5	6 7
Information assurance	INAS		2	3	4	5	6 7
Information and data compliance	PEDP				4	5	6
Vulnerability research	VURE		2	3	4	5	6
Threat intelligence	THIN		2	3	4	5	6
Governance, risk and compliance							
Governance	GOVN						6 7
Risk management	BURM		2	3	4	5	6 7
Artificial intelligence (AI) and data ethics	AIDE			3	4	5	6
Audit	AUDT		2	3	4	5	6 7
Quality management	QUMG		2	3	4	5	6 7
Quality assurance	QUAS		2	3	4	5	6
Advice and guidance							
Consultancy	CNSL				4	5	6 7
Specialist advice	TECH				4	5	6
Methods and tools	METL		2	3	4	5	6
Change and transformation							
Change implementation							
Portfolio management	POMG					5	6 7
Programme management	PGMG						6 7
Project management	PRMG				4	5	6 7
Portfolio, programme and project support	PROF		2	3	4	5	6
Delivery management	DEMG		3	4	5	6	
Change analysis							
Business situation analysis	BUSA		2	3	4	5	6
Feasibility assessment	FEAS		2	3	4	5	6
Requirements definition and management	REQM		2	3	4	5	6
Business modelling	BSMO		2	3	4	5	6
User acceptance testing	BPTS		2	3	4	5	6
Change planning							
Business process improvement	BPRE		2	3	4	5	6 7
Organisational capability development	OCDV						5 6 7
Job analysis and design	JADN			3	4	5	
Organisation design and implementation	ORDI		3	4	5	6 7	
Organisational change management	CIPM		2	3	4	5	6
Organisational change enablement	OCEN				4	5	6

Development and implementation							
Systems development							
Product management	PROD		2	3	4	5	6
Systems development management	DLMG				4	5	6 7
Systems and software lifecycle engineering	SLEN		3	4	5	6 7	
Systems design	DESN		2	3	4	5	6
Software design	SWDN		2	3	4	5	6
Network design	NTDS		2	3	4	5	6
Infrastructure design	IFDN		2	3	4	5	6
Hardware design	HWDE		2	3	4	5	6
Programming/software development	PROG		2	3	4	5	6
Systems integration and build	SINT		2	3	4	5	6
Functional testing	TEST	1	2	3	4	5	6
Non-functional testing	NFTS	1	2	3	4	5	6
Process testing	PRTS	1	2	3	4	5	6
Software configuration	PORT		2	3	4	5	6
Real-time/embedded systems development	RESD		2	3	4	5	6
Safety engineering	SFEN		2	3	4	5	6
Safety assessment	SFAS				4	5	6
Radio frequency engineering	RFEEN		2	3	4	5	6
Animation development	ADEV		2	3	4	5	6
Data and analytics							
Data management	DATM		2	3	4	5	6
Data modelling and design	DTAN		2	3	4	5	
Database design	DBDS		2	3	4	5	
Data analytics	DAAN		2	3	4	5	6 7
Data science	DATS		2	3	4	5	6
Machine learning	MLNG		2	3	4	5	6
Business intelligence	BINT		2	3	4	5	
Data engineering	DENG		2	3	4	5	6
Data visualisation	VISL		2	3	4	5	
User centred design							
User research	URCH		2	3	4	5	6
Customer experience	CEXP		2	3	4	5	6
Accessibility and inclusion	ACIN		2	3	4	5	6
User experience analysis	UNAN		2	3	4	5	
User experience design	HCEV		2	3	4	5	6
User experience evaluation	USEV		2	3	4	5	6
Content management							
Content design and authoring	INCA		1	2	3	4	5
Content publishing	ICPM		1	2	3	4	5
Knowledge management	KNOW		2	3	4	5	6 7
Graphic design	GRDN		1	2	3	4	5
Computational science							
Scientific modelling	SCMO		1	2	3	4	5
Numerical analysis	NUAN				4	5	6 7
High-performance computing	HPCC				4	5	6 7
People and skills							
People management							
Performance management	PEMT				4	5	6
Employee experience	EEXP				4	5	6
Organisational facilitation	OFCL				4	5	6
Professional development	PDSV				4	5	6
Workforce planning	WFPL				4	5	6
Resourcing	RESC		2	3	4	5	6
Skills management							
Learning and development management	ETMG		2	3	4	5	6 7
Learning design and development	TMCR		2	3	4	5	
Learning delivery	ETDL		2	3	4	5	
Competency assessment	LEDA		2	3	4	5	6
Certification scheme operation	CSOP		2	3	4	5	6
Teaching	TEAC		2	3	4	5	6 7
Subject formation	SUBF				4	5	6 7

Delivery and operation							
Technology management							
Technology service management	ITMG					5	6 7
Application support	ASUP				2	3	4
Infrastructure operations	ITOP		1	2	3	4	5
System software administration	SYSF				2	3	4
Network support	NTAS		1	2	3	4	5
Systems installation and removal	HSIN		1	2	3	4	5
Configuration management	CFMG				2	3	4
Release management	RELM				2	3	4
Deployment	DEPL				2	3	4
Storage management	STMG				2	3	4
Facilities management	DCMA				2	3	4
Service management							
Service level management	SLMO				2	3	4
Service catalogue management	SCMG				2	3	4
Availability management	AVMT				3	4	5
Continuity management	COPL				2	3	4
Capacity management	CPMG				2	3	4
Incident management	USUP		1	2	3	4	5
Problem management	PBMG				2	3	4
Change control	CHMG				2	3	4
Asset management	ASMG				2	3	4
Service acceptance	SEAC				3	4	5
Security services							
Security operations	SCAD		1	2	3	4	5
Identity and access management	IAMT		1	2	3	4	5
Vulnerability assessment	VUAS				2	3	4
Digital forensics	DGFS				2	3	4
Cybercrime investigation	CRIM				2	3	4
Offensive cyber operations	OCOP				2	3	4
Penetration testing	PENT				2	3	4
Data and records operations							
Records management	RMGT		1	2	3	4	5
Analytical classification and coding	ANCC				2	3	4
Database administration	DBAD				2	3	4
Relationships and engagement							
Stakeholder management							
Sourcing	SORC		2	3	4	5	6
Supplier management	SUPP		2	3	4	5	6
Contract management	ITCM		2	3	4	5	6
Stakeholder relationship management	RLMT				4	5	6
Customer service support	CSMG		1	2	3	4	5
Business administration	ADMN		1	2	3	4	5
Sales and bid management							
Bid/proposal management	BIDM				3	4	5
Selling	SALE				3	4	5
Sales support	SSUP				1	2	3
Marketing							
Marketing management	MKTG				4	5	6
Market research	MRCH			3	4	5	6
Brand management	BRMG				4	5	6
Customer engagement and loyalty	CELO			3	4	5	6
Marketing campaign management	MKCM				3	4	5
Digital marketing	DIGM				2	3	4

SFIA levels

Level 7	Set strategy, inspire, mobilise	Sets & authorises strategy ... Mobilises and inspires organisation
Level 6	Initiate, influence	Initiates and leads strategic delivery Influences strategy formation
Level 5	Ensure, advise	Ensures operational accountability Advises decision makers
Level 4	Enable	Enables team/business outcomes
Level 3	Apply	Applies knowledge
Level 2	Assist	Assists others
Level 1	Follow	Follows detailed instructions

SFIA levels

Level 7	Set strategy, inspire, mobilise	Chief X Officer, General Manager
Level 6	Initiate, influence	Director, Senior Manager, Head Of
Level 5	Ensure, advise	Manager / Domain Expert
Level 4	Enable	Functional Senior / Lead
Level 3	Apply	Practitioner / Technician
Level 2	Assist	Graduate / Support
Level 1	Follow	Entry Level / Automated?

Monique's Pathway

- Desired role – PMO Director



Position	SFIA Levels of Responsibility			
	Autonomy	Influence	Complexity	Knowledge
Monique	6	5	5	5
Senior Change Manager	5	5	5	5
Head of Change Management	6	6	6	6
PMO Director	7	7	7	6

Position	SFIA Skill Code and Level											
	CNSL	OFCL	RLMT	CIPM	TECH	INCA	EEXP	OCEN				
Monique	5	4	5	5	4	4	4	4				
Senior Change Manager	5	4	5	5	5	5	4					
Head of Change Management	6	5	6	6	6	5	5	5				
PMO Director	7		7				6	6	6	6	6	6

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Monique's Pathway

- Current state - skills vs existing role



Position	SFIA Levels of Responsibility			
	<i>Autonomy</i>	<i>Influence</i>	<i>Complexity</i>	<i>Knowledge</i>
Monique	6	5	5	5
Senior Change Manager	5	5	5	5

Position	SFIA Skill Code and Level										
	CNSL 5	OFCL 4	RLMT 5	CIPM 5	TECH 4	INCA 4	EEXP 4	OCEN 4			
Monique	CNSL 5	OFCL 4	RLMT 5	CIPM 5	TECH 4	INCA 4	EEXP 4	OCEN 4			
Senior Change Manager	CNSL 5	OFCL 4	RLMT 5	CIPM 5	TECH 5	INCA 5	EEXP 4				

NB: Both Monique and Hollyford Technologies are fictional examples, although based on real scenarios

Monique's Pathway

- Next step up – future promotion?



Position	SFIA Levels of Responsibility			
	Autonomy	Influence	Complexity	Knowledge
Monique	6	5	5	5
Senior Change Manager	5	5	5	5
Head of Change Management	6	6	6	6
<i>PMO Director</i>	7	7	7	6

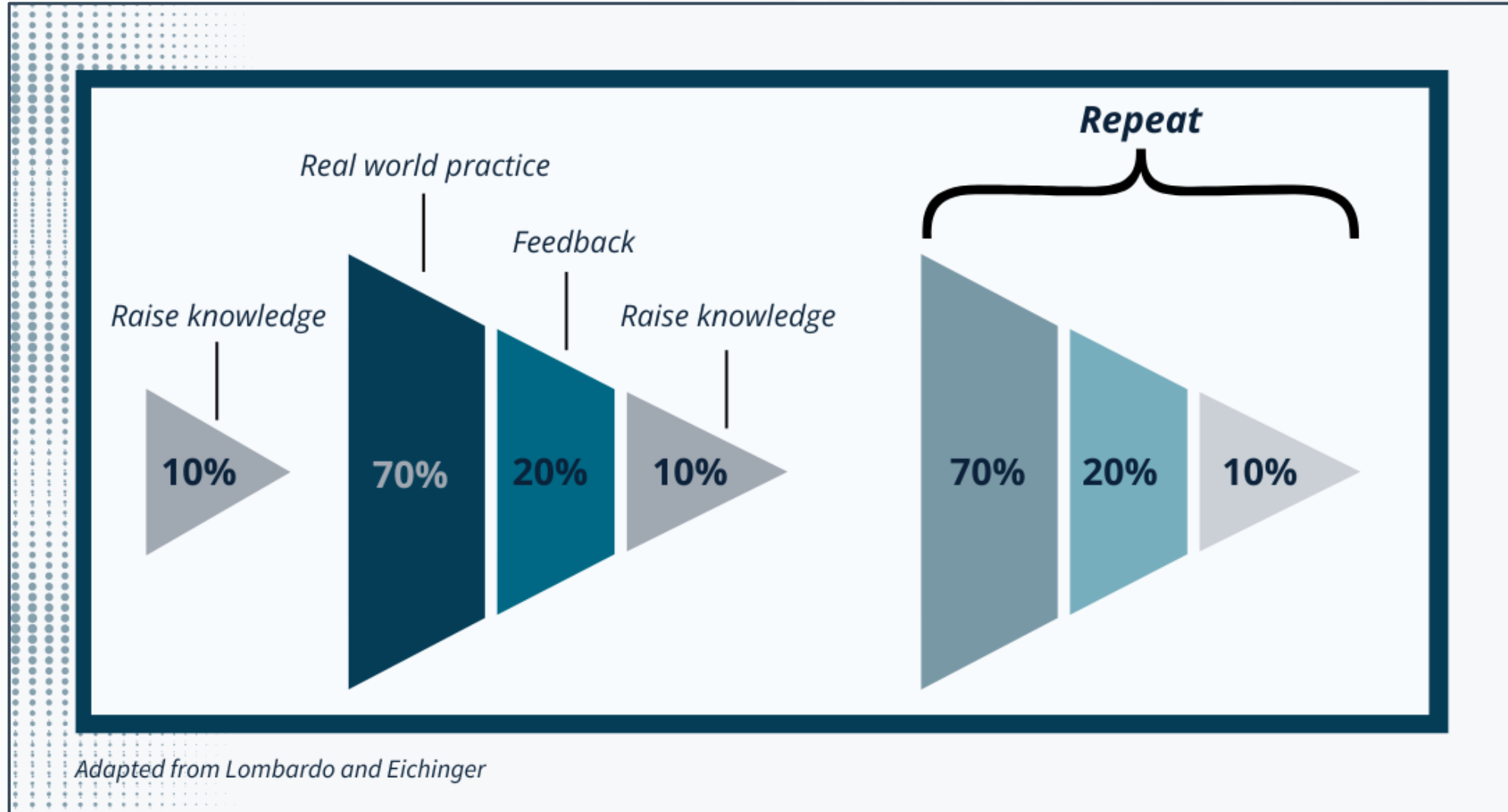
Position	SFIA Skill Code and Level											
	CNSL	OFCL	RLMT	CIPM	TECH	INCA	EEXP	OCEN				
Monique	CNSL 5	OFCL 4	RLMT 5	CIPM 5	TECH 4	INCA 4	EEXP 4	OCEN 4				
Senior Change Manager	CNSL 5	OFCL 4	RLMT 5	CIPM 5	TECH 5	INCA 5	EEXP 4					
Head of Change Management	CNSL 6	OFCL 5	RLMT 6	CIPM 6	TECH 6	INCA 5	EEXP 5	PEMT 5				
<i>PMO Director</i>	CNSL 7		RLMT 7				EEXP 6	PEMT 6	POMG 6	PROF 6	INVA 6	DEMM 6

NB: Both Monique and Hollyford Technologies are fictional examples, although based on real scenarios

Build Your Plan

- Written plan
 - Goals
 - Small-step actions – mini milestones
- Find a mentor
- Actively monitor your progress

70/20/10 Development



Levelling Up

Leadership Capabilities in SFIA



SFIA levels

Level 7	Sets & authorises strategy ... Mobilises and inspires organisation	Chief X Officer, General Manager
Level 6	Initiates and leads strategic delivery Influences strategy formation	Director, Senior Manager, Head Of
Level 5	Ensures operational accountability Advises decision makers	Manager / Domain Expert
Level 4	Enables team/business outcomes	Functional Senior / Lead

Which looks like my current level?
What overall level do I aspire to?
What does the gap look like?

Generic Attributes

Autonomy

The level of independence, discretion and accountability for results in your role.

Influence

The reach and impact of your decisions and actions, both within and outside the organisation.

Complexity

The range and intricacy of tasks and responsibilities that come with your role.

Knowledge

The depth and breadth of understanding required to perform and influence work effectively.

Leadership Skills Cluster

Performance Management

Improving organisational performance by developing the performance of individuals and workgroups to meet agreed objectives with measurable results

Employee Experience

Enhancing employee engagement and ways of working, empowering employees and supporting their health and wellbeing.

Stakeholder Relationship Management

Systematically analysing, managing and influencing stakeholder relationships to achieve mutually beneficial outcomes through structured engagement.

Specialist Advice

Providing authoritative, professional advice and direction in a specialist area.

Programming/software development

PROG

Level 5 Ensure, advise

Takes technical responsibility across all stages and iterations of software development.

Plans and drives software construction activities.

Adopts and adapts appropriate software development methods, tools and techniques.

Measures and monitors applications of project/team standards for software construction, including software security.

Contributes to the development of organisational policies, standards and guidelines for software development.

Level 6 Initiate, influence

Develops organisational policies, standards and guidelines for software construction and refactoring.

Plans and leads software construction activities for strategic, large and complex development projects.

Adapts or develops new methods and organisational capabilities and drives adoption of, and adherence to, policies and standards.

Behavioural Factors

Collaboration

Communication

**Improvement
Mindset**

Creativity

Decision-Making

Digital Mindset

Leadership

**Learning and
Development**

Planning

**Problem-
Solving**

Adaptability

**Security,
Privacy and
Ethics**

Personal Skills 'Johari Window'

KNOWN STRENGTHS

- Clear SFIA skills, levels, behavioural factors
- Behavioural strengths
- Actively in use – keep them fresh

HIDDEN STRENGTHS

- Skills you have, not actively in use
- Can you bring them out more?
- Can you tell people about them?

BLIND SPOTS

- What skills or levels do you have that you don't know about?
- What skills or levels do you think you have, that you may not have achieved yet?

UNKNOWN AREA

- Obvious development areas
- E.g. a skill you've never tried to perform before

Monique's 'Johari Window'

KNOWN STRENGTHS

- All Levels of Responsibility for her current role
- 5/7 skills for current role at right level
- Decision-Making Behavioural Factor

HIDDEN STRENGTHS

- Autonomy - level 6
- Organisational Change Enablement - level 4
- Digital Mindset Behavioural Factor

BLIND SPOTS

- Specialist Advice level 5 achieved?
- Consultancy level 6 achieved?

UNKNOWN AREA

- Levelling up current role skills
- Performance Management (for Head Of role)
- Other new skills required for the PMO Director in future

Walk-Through

Let's Try It!

- Access the workbook:
 - Link in the chat
- Step through one skill from the 'leadership cluster' and one generic attribute
 - Each a separate workbook page
 - Your current level
 - Your aspirational level
 - Gap analysis
 - 10/70/20 activities

Workbook - PEMT

SFIA Skills: Performance Management (PEMT)



Performance Management (PEMT):

Improving organisational performance by developing the performance of individuals and workgroups to meet agreed objectives with measurable results.

Note: Performance Management (PEMT) only appears at levels 4-6 in the SFIA framework

See: sfia.nz/pemt

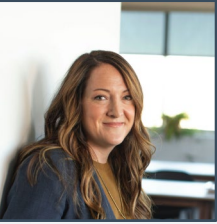
Self-Reflection:	Level:
Which level below looks like the best fit for where I am now?	
Which level fits my broader aspirations?	
What's the smallest step level I can take to start working on?	

Development Actions:	
10% - Learning	
70% - Practice	
20% - Feedback	

Performance Management (PEMT) - Level Descriptions

Level 5	<p>Forms, maintains and leads workgroups and individuals to achieve organisational objectives. Determines and delegates objectives and task responsibilities to individuals or teams - including people management responsibilities as appropriate.</p> <p>Sets the quality, performance and capability targets in line with organisational goals.</p> <p>Monitors performance and working relationships and provides effective feedback to address individual issues.</p> <p>Encourages individual development of skills and capabilities in line with team and personal goals.</p> <p>Facilitates the development of individuals by adjusting workload, targets, and team capacity.</p> <p>Plays an active role in formal organisational processes such recruitment, reward, promotion and disciplinary procedures.</p>
Level 6	<p>Determines and delegates people management and functional management objectives and responsibilities.</p> <p>Creates and sets the direction for multiple workgroups to achieve strategic organisational objectives.</p> <p>Sets strategy for quality and performance measurement in line with organisational goals.</p> <p>Provides a work environment and resources that allow individuals and workgroups to perform their tasks efficiently.</p> <p>Leads the implementation of formal organisational processes such as recruitment, reward, promotion and disciplinary procedures.</p>

Monique - Performance Management



Monique's SFIA Profile		Head of Change Management - Position Description	
Levels of Responsibility	Level	Levels of Responsibility	Level
Autonomy	6	Autonomy	6
Influence	5	Influence	6
Complexity	5	Complexity	6
Knowledge	5	Knowledge	6
SFIA Skills	Level	SFIA Skills	Level
Consultancy (CNSL)	5	Consultancy (CNSL)	6
Organisational Facilitation (OFCL)	4	Organisational Facilitation (OFCL)	5
Stakeholder Relationship Management (RLMT)	5	Stakeholder Relationship Management (RLMT)	6
Organisational Change Management (CIPM)	5	Organisational Change Management (CIPM)	6
Specialist Advice (TECH)	4	Specialist Advice (TECH)	6
Content Authoring (INCA)	4	Content Authoring (INCA)	5
Employee Experience (EEXP)	4	Employee Experience (EEXP)	5
Organisational Change Enablement (OCEN)	4	Performance Management (PEMT)	5

Workbook - Influence



Leadership Levels of Responsibility: Influence

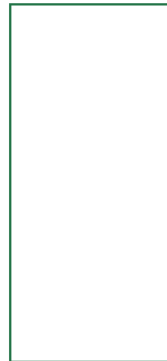
Influence: *The reach and impact of your decisions and actions, both within and outside the organization.*
[See: sfia.nz/infl](https://www.sfia.nz/infl)

Self-Reflection:	Level:
Which level below looks like the best fit for where I am now?	
Which level fits my broader aspirations?	
What's the smallest step level I can take to start working on?	

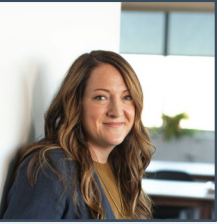
Development Actions:	
10% - Learning	
70% - Practice	
20% - Feedback	

Influence - Level Descriptions

Level 4	<p>Influences customers, suppliers and partners at account level. Makes decisions which influence the success of projects and team objectives. May have some responsibility for the work of others and for the allocation of resources. Engages with and contributes to the work of cross-functional teams to ensure that customers and user needs are being met throughout the deliverable/scope of work. Facilitates collaboration between stakeholders who share common objectives. Participates in external activities related to own specialism.</p>
Level 5	<p>Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism. Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget. Has significant influence over the allocation and management of resources appropriate to given assignments. Leads on user/customer and group collaboration throughout all stages of work. Ensures users' needs are met consistently through each work stage. Builds appropriate and effective business relationships across the organisation and with customers, suppliers and partners. Creates and supports collaborative ways of working across group/area of responsibility. Facilitates collaboration between stakeholders who have diverse objectives.</p>
Level 6	<p>Influences policy and strategy formation. Initiates influential relationships with internal and external customers, suppliers and partners at senior management level, including industry leaders. Leads on collaboration with a diverse range of stakeholders across competing objectives within the organisation. Makes decisions which impact the achievement of organisational objectives and financial performance.</p>



Monique - Influence



Monique's SFIA Profile	
Levels of Responsibility	Level
Autonomy	6
Influence	5
Complexity	5
Knowledge	5
SFIA Skills	Level
Consultancy (CNSL)	5
Organisational Facilitation (OFCL)	4
Stakeholder Relationship Management (RLMT)	5
Organisational Change Management (CIPM)	5
Specialist Advice (TECH)	4
Content Authoring (INCA)	4
Employee Experience (EEXP)	4
Organisational Change Enablement (OCEN)	4

Head of Change Management - Position Description	
Levels of Responsibility	Level
Autonomy	6
Influence	6
Complexity	6
Knowledge	6
SFIA Skills	Level
Consultancy (CNSL)	6
Organisational Facilitation (OFCL)	5
Stakeholder Relationship Management (RLMT)	6
Organisational Change Management (CIPM)	6
Specialist Advice (TECH)	6
Content Authoring (INCA)	5
Employee Experience (EEXP)	5
Performance Management (PEMT)	5

Workbook - Collaboration



Leadership Behavioural Factors: Collaboration

Collaboration:	<i>Working effectively with others, sharing resources and coordinating efforts to achieve shared objectives.</i>
	See: sfia.nz/coll

Self-Reflection:	Level:
Which level below looks like the best fit for where I am now?	
Which level fits my broader aspirations?	
What's the smallest step level I can take to start working on?	

Development Actions:	
10% - Learning	
70% - Practice	
20% - Feedback	

Collaboration - Level Descriptions	
Level 1	Works mostly on their own tasks and interactgs with their immediate team only. Develops an understanding of how their work supports others.
Level 2	Understands the need to collaborate with their team and considers user/customer needs.
Level 3	Understands and collaborates on the analysis of user/customer needs and represents this in their work.
Level 4	Facilitates collaboration between stakeholders who share common objectives. Engages with and contributes to the work of cross-functional teams to ensure that user/customer needs are being met throughout the deliverable/scope of work.
Level 5	Facilitates collaboration between stakeholders who have diverse objectives. Ensures collaborative ways of working throughout all stages of work to meet user/customer needs. Builds effective relationships across the organisation and with customers, suppliers and partners.
Level 6	Leads collaboration between stakeholders who have diverse objectives. Builds strong, influential connections with key internal and external contacts at senior management/technical leader level.
Level 7	Drives collaboration, engaging with leadership stakeholders ensuring alignment to corporate vision and strategy. Builds strong, influential relationships with customers, partners and industry leaders.

Bringing It Together

Your Actions

- Identify what SFIA skills you have
- Clarify what SFIA skills you need
- Map your journey/vision
- Build your development plan – small steps at a time
- Find a mentor
- Consider your skills Johari Window

How will you review progress and hold yourself accountable?

Workbook – Development Plan



MY DEVELOPMENT PLAN

Skill/Attribute	Analysis				Development			
	My Current Level	My Target Level	Gap	First Step	10% - Learning	70 % - Practice	20% - Feedback	
Influence	0	0	0	0	0	0	0	0
Performance Management (PEMT)	0	0	0	0	0	0	0	0

Tools and support

- SFIA NZ
- Digital Skills Agency
- Skillsoft Percipio
- SkillsTX
- SFIA Foundation
- SFIA training



Our work includes:

Digital badges

SFIA accredited assessments

Job descriptions

SFIA training

Organisation performance

Team skills analysis

Recruitment support with SFIA

Job mapping

Career pathways

Closing thoughts

- What's been **most useful**?
- What did you **most enjoy**?
- What are you **taking away**?
- What's the **first thing** you will do?



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