

Role and Skill Descriptions

**For An ITIL
Implementation Project**

The following skill traits were identified as fairly typical of those needed to execute many of the key activities identified:

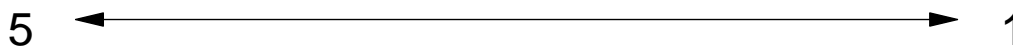
- Customer Relationship
- Negotiation
- Project Management
- Technical Architecture?
- Process Architecture
- Business Skills
- Communications
- Leadership
- Writing
- Teaching/Coaching
- ITIL/ITSM
- Administrative
- Analytical
- Political/Social
- Planning
- Operational Expertise
- Problem Solving

To handle skill levels a simple skills rating system from 0 to 5 and related criteria has been recommended. Again, you may wish to alter this based on the general practices of your organization and your specific program needs. The skill levels and criteria used are as follows:

Skill Level	Criteria
0	Skill not necessary or needed
1	Awareness of what has to be done
2	Basic level but needs supervision
3	Can perform many tasks without supervision
4	Can work independently
5	Can lead others

Skill Levels

<p><i>Exceptional Skill</i> 5 - Possesses exceptional capability to perform skill, regularly coaches others on skill</p>	<p><i>Strong Skill</i> 4 - can perform this skill and anticipates situations where skill is needed</p>	<p><i>Intermediate Skill</i> 3 - can perform this skill with no assistance</p>	<p><i>Basic Skill</i> 2 - can perform this skill but require assistance or guidance</p>	<p><i>No knowledge of or experience with this skill</i> 1 - Cannot perform this skill</p>
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General Skills

Personal Effectiveness

Conflict Resolution
Agreement Building
Customer Liaison
Coaching
Innovation
Risk Taking
Ability to meet deadlines
Planning & Scheduling Work

Business Knowledge

Corporate mission, goals & objectives
Company policies and practices
Competitor activity
Industry trends

Information Technology Knowledge

General technology trends
Hardware developments
Software developments
Telecommunications developments

Project Management

Project definition and scope
Project planning and estimating resources and tasks
Tracking and monitoring projects
Reporting and report writing

Business Analysis

Problem identification and definition
Solution identification & implementation
Procedure documentation
Test plan development

5.6 Role Descriptions

The following section lists all the roles identified previously along with their definition, key activities, skills and skill levels. Note that these are recommendations only. Feel free to add, change or delete as you see fit. The purpose here is to give you a jump start on pulling your organization together.

5.6.1 Steering Group Member

This role sets project direction, makes key decisions and provides final approval of Program deliverables. Key activities for this role include:

- Champions process solutions across the enterprise
- Conducts periodic meetings to monitor Program progress and issues
- Provides final review and approval of program deliverables
- Coordinates approvals from business units as necessary
- Identifies and appoints key Program team members
- Coordinates major program decisions that have been escalated to the Steering Group on a timely basis to meet program objectives

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	5
Negotiation	5
Project Management	2
Technical Architecture	1
Process Architecture	1
Business Skills	5
Communications	5
Leadership	5
Writing	2
Teaching/Coaching	2
ITIL/ITSM	1
Administrative	2
Analytical	4
Political/Social	5
Planning	4
Operational Expertise	2

5.6.2 Program Manager

This role ensures Program Work Products are delivered on a correct and timely basis and ensures the objectives of the Implementation Program are met. This role has oversight over all implementation activities and manages and monitors the overall program effort. Key activities for this role include:

- Responsible for the overall project objectives.
- Provides direction to the project teams for work products due as well as the overall status of the project.
- Assigns Initial Win and Process Implementation projects to Project Managers.
- Provides status of work in progress and/or issues to the Executive Steering Committee
- Develops project work plan, schedule and staffing requirements.
- Communicates as required to executive management.
- Conducts weekly change, issues and status meetings to track progress and risks.
- Ensures that outstanding project management, process implementation and design requirements and/or issues are being addressed.
- Communicates activities and status of the overall Program throughout its lifecycle.
- Schedules workshops and meetings as required.
- Provides overall leadership and management of the overall Program.
- Coordinates activities of Project Managers and Project Office staff.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	5
Negotiation	5
Project Management	5
Technical Architecture	2
Process Architecture	3
Business Skills	5
Communications	5
Leadership	5
Writing	2
Teaching/Coaching	2
ITIL/ITSM	2
Administrative	3
Analytical	4
Political/Social	5
Planning	5
Operational Expertise	3

5.6.3 Project Manager

This role provides project management oversight and expertise to assist Core Teams in accomplishing their objectives. Project Managers work within the Program Office and are assigned to Initial Win and Process Implementation projects. Key activities for this role include:

- Responsible for assigned project objectives.
- Provides direction to the project teams for work products due as well as the overall status of the projects assigned.
- Co-ordinates activities with other project managers when necessary.
- Provides status of work in progress and/or issues to the Program Manager
- Develops project work plans, schedules and staffing requirements for projects assigned.
- Communicates as required to executive management or Program Office staff.
- Conducts weekly change, issues and status meetings to track progress and risks with Core Teams assigned to.
- Ensures that outstanding project management, process implementation and design requirements and/or issues are being addressed for projects assigned.
- Escalates cross project issues or key management issues to the Program Manager.
- Communicates activities and status of each project assigned throughout its lifecycle.
- Schedules workshops and meetings as required.
- Provides overall leadership and management for the projects assigned.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	5
Negotiation	5
Project Management	5
Technical Architecture	2
Process Architecture	3
Business Skills	4
Communications	5
Leadership	5
Writing	2
Teaching/Coaching	3
ITIL/ITSM	2
Administrative	3
Analytical	4
Political/Social	5

Skill Trait	Skill Level
Planning	5
Operational Expertise	3

5.6.4 Process Owner

This role ensures executive support of assigned ITSM processes, coordinates the various functions and work activities at all levels of a process, provides the authority or ability to make changes in the process as required, and manages assigned processes end-to-end so as to ensure optimal overall performance. Process Owners work with one another ensuring that process changes and improvements benefit the whole rather than help a specific function at the expense of another.

Key activities for this role include:

- Responsible for the overall process objectives.
- Provides direction to the process Core Teams for work.
- Monitors process maturity and progress throughout the implementation effort.
- Co-ordinates design decisions and activities with other Process Owners.
- Assists in development of project work plans, schedules and staffing requirements from a process perspective.
- Communicates as required to executive management and Program Office.
- Ensures that process implementation and design requirements are adequately identified and that process solution issues are being addressed.
- Identifies process and solution requirements to Technical Architecture Team.
- Identifies needed workshops and meetings as required to design and build process solutions.
- Coaches and teaches others about process concepts and solutions.
- Participates at communication events organized by the Organization Change Team.
- Provides overall leadership and management from a process perspective.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	4
Negotiation	5
Project Management	3
Technical Architecture	2
Process Architecture	5
Business Skills	3
Communications	3
Leadership	5
Writing	3
Teaching/Coaching	4
ITIL/ITSM	5
Administrative	2
Analytical	4
Political/Social	3
Planning	4
Operational Expertise	4

5.6.5 Core Team Member

This role provides heads down implementation of ITSM solutions. It communicates with users of the process and with tool developers to implement the process. It also communicates with the Process Owner to receive direction and to provide feedback on how well the process is being implemented. This role also communicates with the Tool Architects for interfacing processes and tools to ensure integration of the process with other processes.

Key activities for this role include:

- Assists in development of project work plans, schedules and staffing requirements
- Communicates with users of the process as to what is expected of them
- Assesses the current state of readiness and effort required to implement the processes, tools and organization.
- Coaches the users of the process on tools and procedures.
- Communicates with the Process Owner on process design, status and issues.
- Manages resources during detailed solution design and implementation.
- Ensures that process documentation is developed and maintained.
- Participates at communication events organized by the Organization Change Team.

- Manages changes to tools and organization to support the process as required.
- Identifies additional resources as required to complete tasks such as writing procedures, developing job descriptions, producing analytical statistics or developing education material.
- Ensures interfaces to other processes are working well.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	3
Negotiation	3
Project Management	3
Technical Architecture	1
Process Architecture	4
Business Skills	3
Communications	3
Leadership	4
Writing	3
Teaching/Coaching	4
ITIL/ITSM	4
Administrative	2
Analytical	4
Political/Social	3
Planning	3
Operational Expertise	2

5.6.6 Extended Team Stakeholder

This role actively participates in the development of ITSM work products and solutions. Responsible for representing the business or IT unit interests in the solutions being developed, managing communications between the Core Team and their department and obtaining departmental approval of process solutions being developed.

Key activities for this role include:

- Actively assists in the review and development of ITSM Work Products.
- Provides input on solutions being developed to the Core Team.
- Coordinates decisions and feedback to the Core Team for key implementation and design decisions on behalf of the business units represented.

- Coordinates collection of solution requirements on behalf of the business units represented and feeds these to the Core Team.
- Obtains consensus and agreement on the solutions being developed from the business units represented.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	3
Negotiation	4
Project Management	1
Technical Architecture	0
Process Architecture	1
Business Skills	4
Communications	3
Leadership	3
Writing	1
Teaching/Coaching	1
ITIL/ITSM	1
Administrative	1
Analytical	3
Political/Social	4
Planning	3
Operational Expertise	1

5.6.7 Advisor Team Stakeholder

This role provides input and/or key decisions and recommendations to the Core Team on the solutions being implemented. It may also involve assigning others within the business unit represented to serve as Extended or Advisor Team members.

Key activities for this role include:

- Reviews output of the implementation effort and provides feedback to Core Teams.
- Provides key decisions and approvals on a timely basis to meet implementation project needs.
- Assigns other department personnel to serve as additional Advisor and Extended team members as needed.
- Works in conjunction with other Advisor or Extended Team members within the department as needed.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	3
Negotiation	4
Project Management	1
Technical Architecture	0
Process Architecture	1
Business Skills	4
Communications	3
Leadership	4
Writing	1
Teaching/Coaching	1
ITIL/ITSM	1
Administrative	1
Analytical	4
Political/Social	4
Planning	2
Operational Expertise	1

5.6.8 Subject Matter Expert (SME)

This role provides expertise in technical, business, operational and/or managerial aspects for the design and implementation. Participation in the implementation is as required. This role may also provide specialized expertise in the design and implementation of process solutions as needed.

Key activities for this role include:

- Provides technical, operational, business and/or managerial subject matter expertise.
- Provides input into the design of the procedures, tools or organization as required.
- Assists in the development of ITSM solutions by providing specialized expertise as required.
- Supports the development and execution of test scenarios designed to validate the functionality of the design.
- Validates the Design and Implementation Team designs for processes, tools and organization and any recommendations.
- Provides consultative and facilitation support to the Implementation Project Teams.
- Assists in creation of project work plans and implementation strategies.

- Provides Intellectual Capital as required during the Implementation Project.
- Coaches team members in specialized skill sets if required.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	2
Negotiation	2
Project Management	1
Technical Architecture	See Note
Process Architecture	See Note
Business Skills	See Note
Communications	See Note
Leadership	3
Writing	1
Teaching/Coaching	3
ITIL/ITSM	See Note
Administrative	1
Analytical	4
Political/Social	2
Planning	2
Operational Expertise	See Note

(Note: Level 5 skills should exist in subject matter area but not necessarily needed in other places):

5.6.9 Process Architect

This role establishes the overall strategic process architecture and ensures a well-architected solution from a process perspective. The role provides consultative help around process modeling, design, build, implementation and rollout. One primary benefit and focus of this role is to coordinate common activities between the Process Core Teams to ensure maximum efficiency.

Key activities for this role include:

- Coordinates all process activities across process Core Teams to ensure that ITSM solutions are integrated from a process perspective.
- Provides process expertise and input into the design, build and implementation of the ITSM solutions as required.
- Reviews process solutions under design for efficiencies in performance and resources to limit non-value labor and waste.

- May participate and lead in process modeling activities if used to design the ITSM solution.
- Supports the development and execution of test scenarios designed to validate the functionality of processes being designed and built.
- Supports governance activities from a process perspective.
- Coaches team members in specialized process skill sets if required.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	2
Negotiation	4
Project Management	1
Technical Architecture	1
Process Architecture	5
Business Skills	2
Communications	2
Leadership	4
Writing	3
Teaching/Coaching	3
ITIL/ITSM	5
Administrative	1
Analytical	4
Political/Social	1
Planning	2
Operational Expertise	3

5.6.10 Tool Architect

This role establishes the overall strategic tools architecture and ensures a well-architected set of technical solutions to support ITSM initiatives. The tool architect plays a dual role. It identifies and implements appropriate technology solutions that support the goals of the implementation. It also identifies new and changing technology solutions emerging in the marketplace that could provide value to the ITSM solutions being developed. This role also coordinates common technology related activities between all project teams involved in the implementation effort.

Key activities for this role include:

- Ensures the tool architecture meets the strategic needs of the implementation effort.
- Coordinates technology product selections and tailoring.
- Supports cross team early launch planning from a technology perspective.

- Ensures maximum integration of tools.
- Coordinates technology product implementation activities.
- Coordinates technology customization and integration activities.
- Coordinates Technical resources to optimize use of technology solutions.
- Identifies ongoing support and maintenance for technologies chosen.
- Communicates chosen tool architectures and solutions to program teams.
- Interfaces to technology vendors as needed.
- Provides information on new and changing technologies to implementation teams.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	2
Negotiation	4
Project Management	3
Technical Architecture	5
Process Architecture	1
Business Skills	2
Communications	2
Leadership	4
Writing	2
Teaching/Coaching	1
ITIL/ITSM	2
Administrative	1
Analytical	4
Political/Social	1
Planning	3
Operational Expertise	5

5.6.11 Tool Developer

This role implements and customizes the technologies chosen to support the ITSM solutions being implemented. Activities also include provision of technical support during the implementation effort and assisting training activities by setting up training environments as necessary.

Key activities for this role include:

- Understands the processes, tool requirements and data requirements for the technologies being implemented.
- Provides input to the detailed design for the processes based on technologies planned for implementation.
- Customizes implemented technologies based on the detailed design.

- Tests technologies for expected operation.
- Assists in developing procedures to install technologies.
- Assists training activities by installing and customizing the education technical environment.
- Implements technologies into test and production environments.
- Resolves problems with technologies.
- Provides technical support for technologies throughout the implementation effort.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	1
Negotiation	1
Project Management	2
Technical Architecture	3
Process Architecture	1
Business Skills	1
Communications	1
Leadership	2
Writing	3
Teaching/Coaching	1
ITIL/ITSM	1
Administrative	1
Analytical	4
Political/Social	1
Planning	2
Operational Expertise	3

5.6.12 Organizational Change Leader

This role develops and leads the organizational change effort to alter business culture and behaviors towards alignment with the solutions being implemented. It also serves to build the change communication strategy and develop the communications plan. It monitors and oversees all ITSM stakeholders and carefully crafts and controls all key messages about the ITSM effort, its progress, stated vision and goals.

Key activities for this role include:

- Performs Stakeholder Management activities to identify Stakeholder concerns and issues with solutions being developed.
- Monitors stakeholder acceptance/rejection of solutions being developed.

- Crafts and controls key communications and messages about the implementation effort.
- Identifies opportunities to win acceptance of solutions being developed by those who are impacted.
- Identifies channels for communications and builds the overall communications plan.
- Develops a Resistance Management Plan to provide strategies for dealing with rejection or resistance to solutions being developed.
- Ensures appropriate levels of the organization are involved and demonstrating active commitment and leadership to the solutions being developed.
- Coaching senior management and other key personnel to help them “walk the talk” and demonstrate commitment to the ITSM solution.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	5
Negotiation	4
Project Management	3
Technical Architecture	1
Process Architecture	1
Business Skills	3
Communications	5
Leadership	5
Writing	3
Teaching/Coaching	5
ITIL/ITSM	1
Administrative	1
Analytical	3
Political/Social	5
Planning	3
Operational Expertise	1

5.6.13 Organizational Change Analyst

This role supports the Organizational Change Leader with a variety of administrative and organizational change development tasks as needed to meet the goals of the ITSM implementation effort.

Key activities for this role include:

- Maintains stakeholder documentation as needed.
- Develops training and presentation materials.

- Schedules training for ITSM team members as needed.
- Prepares artifacts related to the ITSM communications strategy such as newsletters, program giveaways and communication reports.
- Maintains e-mail distribution lists for stakeholders and ITSM implementation Program personnel.
- Schedules key meetings with stakeholder teams and steering group members.
- Takes and publishes notes at key program meetings and workshops that involve stakeholders.
- Other administrative tasks as needed to support the implementation effort.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	3
Negotiation	2
Project Management	1
Technical Architecture	1
Process Architecture	1
Business Skills	2
Communications	3
Leadership	2
Writing	2
Teaching/Coaching	3
ITIL/ITSM	1
Administrative	3
Analytical	1
Political/Social	2
Planning	1
Operational Expertise	1

5.6.14 Facilitator

This role leads and conducts working sessions and meetings in a neutral fashion to ensure that the goals of those sessions and meetings are met.

Key activities for this role include:

- Leading meetings and working sessions in a neutral manner to ensure goals and outcomes of those sessions are being met.
- Developing session detail agendas and agrees these with those involved.
- Developing discussion strategies and methods to ensure all participants are involved and to obtain consensus on key decisions in an efficient manner.

- Monitoring sessions to make sure all sides of discussed issues are being considered and that session groups do not “go with the flow” unless truly in agreement.
- Identifying needed materials and supplies for meetings.
- Providing feedback to Organization Change Team on participant acceptance of meeting issues and activities based on observation during meetings.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	5
Negotiation	4
Project Management	1
Technical Architecture	1
Process Architecture	1
Business Skills	1
Communications	5
Leadership	5
Writing	4
Teaching/Coaching	4
ITIL/ITSM	1
Administrative	1
Analytical	1
Political/Social	5
Planning	3
Operational Expertise	1

5.6.15 Trainer

This role provides training for process procedures and use of processes and tools. It identifies training needs and requirements. It builds the needed curriculum paths for each ITSM implementation team member and stakeholder. It leads and conducts training sessions. It also leads in the development of training materials.

Key activities for this role include:

- Identify needed training and curriculum paths for ITSM implementation team members and business stakeholders.
- Training users on processes, use of tools and procedures.
- Leading development of training material as needed.
- Leading and conducting training sessions

- Designing and building training curriculum for implementation personnel and business units impacted by ITSM services
- Identifying ITSM certification needs and requirements
- Coordinating Subject Matter Experts to assist with training as needed.
- Aligning training curriculum and events with Organization Change activities and plans.
- Publicizing training events and activities.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	4
Negotiation	3
Project Management	3
Technical Architecture	1
Process Architecture	1
Business Skills	1
Communications	5
Leadership	4
Writing	4
Teaching/Coaching	5
ITIL/ITSM	1
Administrative	1
Analytical	3
Political/Social	3
Planning	3
Operational Expertise	1

5.6.15 Training Coordinator

This role provides administration support for training activities. It assists with preparation of training material, manages training schedules, training registration and attendance. It tracks attendance at training and monitors status of training for each implementation team member and business stakeholder.

Key activities for this role include:

- Preparing training material as needed.
- Administering ITSM certifications and tracking certification results.
- Tracking attendance at training sessions and training progress for implementation personnel and business stakeholders.
- Administering training calendar and schedules.
- Handling administrative tasks associated with vendor provided training.
- Registering personnel for training activities and events.

- Other administrative tasks as directed by Trainers.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	3
Negotiation	1
Project Management	2
Technical Architecture	1
Process Architecture	1
Business Skills	1
Communications	3
Leadership	2
Writing	2
Teaching/Coaching	2
ITIL/ITSM	1
Administrative	4
Analytical	3
Political/Social	2
Planning	2
Operational Expertise	1

5.6.16 Technical Writer

This role sets standards for how processes and procedures are to be documented. It documents process guides and work instructions in a manner that is easily understood by those executing the processes. It participates in the documentation of tool architectures and tool changes. It builds and publishes templates for presentations and key ITSM forms.

Key activities for this role include:

- Setting standards for how processes and procedures should be documented.
- Produces documentation for process guides and procedures.
- Provides consulting guidance on how to best present documented information so it is quickly and easily understood.
- Identifies improvements for existing documentation.
- Designs and builds templates for key presentations and process work products
- Designs and builds templates for forms used as part of the ITSM solution.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	3
Negotiation	1
Project Management	1
Technical Architecture	1
Process Architecture	1
Business Skills	2
Communications	4
Leadership	2
Writing	5
Teaching/Coaching	2
ITIL/ITSM	1
Administrative	1
Analytical	4
Political/Social	2
Planning	2
Operational Expertise	1

5.6.17 Coalition Team Leader

This role leads and organizes activities and meetings with Coalition Team members for larger ITSM implementation efforts with many IT service organizations and delivery centers. It serves to ensure that ITSM solutions being developed will be able to be implemented across all the organizations represented. It also plays a main part in rolling out ITSM solutions to those organizations. It organizes coalition teams and leads coalition team activities. It also collects and summarizes input from Coalition team members for ITSM implementation teams. This role serves as an Extended Team Stakeholder.

Key activities for this role include:

- Organizing and leading Coalition Team meetings.
- Identifying the appropriate Coalition Team membership needed to adequately represent all the organizations it was established for.
- Identifying and obtaining Coalition Team members.
- Collecting and summarizing Coalition Team input and feedback on ITSM design decisions and solutions.
- Leading rollout efforts on behalf of the organizations to receive and operate ITSM solutions once they are built.

- Assisting ITSM solution design efforts by summarizing key ITSM related solutions that may be operating currently at the organizations represented.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	4
Negotiation	5
Project Management	4
Technical Architecture	3
Process Architecture	3
Business Skills	4
Communications	3
Leadership	5
Writing	2
Teaching/Coaching	1
ITIL/ITSM	3
Administrative	1
Analytical	4
Political/Social	3
Planning	5
Operational Expertise	5

5.6.18 Coalition Representative

This role provides a single point of contact into one or more IT organizations and service delivery centers. It represents the concerns and ideas of those organizations. It provides input and feedback to ITSM solution designs and plans based on feasibility within the current infrastructure, operations and culture with the organizations represented. It identifies ITSM related solutions that may be operating in some of the organizations represented that may be of help to those designing and building ITSM services. It also assists with rollout and implementation of ITSM agreed solutions at the organizations represented. This role works with and reports to the Coalition Team leader.

Key activities for this role include:

- Reviewing ITSM plans, designs and key decisions with IT and business staff at the organizations represented.
- Providing feedback, concerns and issues that are raised by represented organizations to the Coalition Team Leader on ITSM plans and designs.
- Identifying ITSM related solutions already in place and operating that may be of help to ITSM implementation teams.

- Assisting in the development of rollout plans unique to organizations represented.
- Rolling out ITSM agreed solutions to the organizations represented.
- Attending Coalition Team meetings.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	4
Negotiation	4
Project Management	3
Technical Architecture	3
Process Architecture	3
Business Skills	3
Communications	2
Leadership	2
Writing	2
Teaching/Coaching	1
ITIL/ITSM	3
Administrative	1
Analytical	3
Political/Social	3
Planning	4
Operational Expertise	5

5.6.19 Administrative Analyst

This role performs administrative and clerical duties and activities as needed to support the Implementation Program. This role mainly resides within the Program Office but may also exist within other teams as needed.

Key activities for this role include:

- Gathering and collating Program status report information.
- Administering Program document repositories and web pages.
- Collecting labor hour/time reporting information from Program participants.
- Managing Program Email distribution lists.
- Managing and publishing the Program calendar.
- Setting up Program Meetings and schedules.
- Coordinating travel arrangements for Program participants.
- Other duties as directed by the Program Office or other authorized team members.

Key skills for this role are:

Skill Trait	Skill Level
Customer Relationship	1
Negotiation	1
Project Management	2
Technical Architecture	1
Process Architecture	1
Business Skills	1
Communications	2
Leadership	1
Writing	3
Teaching/Coaching	1
ITIL/ITSM	1
Administrative	4
Analytical	2
Political/Social	1
Planning	1
Operational Expertise	1