


# Capco Global Competency Framework & Contribution Expectations

	Capco Competency Framework							
	CLIENT			DELIVERY		PEOPLE		
	Client Focus	Strategic Direction	Business Development	Delivery Responsibility	Industry & Technical Capability	People Accountability	Strategic Relationships	Change Leadership
Partner	Client Focus	Strategic Direction	Business Development	Delivery Responsibility	Industry & Technical Capability	People Accountability	Strategic Relationships	Change Leadership
Associate Partner	Client Focus	Strategic Direction	Business Development	Delivery Responsibility	Industry & Technical Capability	People Accountability	Strategic Relationships	Change Leadership
Managing Principal	Client Focus	Strategic Decision Making	Business Development	Delivery Responsibility	Industry & Technical Capability	People Management	Strategic Relationships	Change Leadership
Principal Consultant	Client Management	Operational Decision Making	Commercial Knowledge	Delivery Ownership	Industry & Technical Capability	People Management	Developing Partnerships	Change Management
Senior Consultant	Client Management	Operational Decision Making	Commercial Knowledge	Delivery Ownership	Industry & Technical Capability	People Management	Developing Partnerships	Change Management
Consultant	Client Responsiveness	Decision Making	Commercial Awareness	Delivery Assurance	Industry & Technical Knowledge	People Contribution	Developing Partnerships	Embracing Change
Associate	Client Responsiveness	Decision Making	Commercial Awareness	Delivery Assurance	Industry & Technical Awareness	People Contribution	Developing Partnerships	Embracing Change

 Denotes gradation in competency

Associate

Progressive responsibility, autonomy and leadership are expected across all areas

Area	Contribution Expectations	Definition 1	Definition 2	Definition 3
Client	Individual billability 80%	<b>Client Focus</b> <b>Definition</b> Adopts client perspective, considers alternatives and consequences across people, process, technology and organizational variables before responsively, and professionally communicating, decisions that provide both client and Capco benefits. Demonstrates sensitivity to client needs while providing objective insight that span the industry. Delivers quality service and adds value, while cultivating relationships – managing and exceeding client expectations. <b>Client Responsiveness</b> Is professional and responsive when dealing with clients. Seeks to understand client business needs. <ul style="list-style-type: none"><li>Effectively conducts research and analysis relevant to client needs with appropriate supervision and direction.</li><li>Presents a professional image to a client when engaged including punctuality, focus on tasks and meeting delivery timetable.</li><li>Understands dynamics of client consultant relationships and understands importance of meeting client expectations.</li><li>Is aware of Capco's collective services and their relevant client applications.</li><li>Demonstrates sensitivity to client needs and focuses on exceeding client expectations.</li><li>Acts with the highest level of integrity, generating trust and protecting the client's interests.</li></ul>	<b>Strategic Direction</b> <b>Definition</b> Drives the organization forward by aligning and balancing short and long term goals, assessing the desired future state of the organization, and partnering with colleagues to achieve objectives. Relies on a strategic mindset, command of the evolving Capco business model and foresight into the future needs of market toward development of strategy for Capco to address these needs. <b>Decision Making</b> Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable consequences. <ul style="list-style-type: none"><li>Recognizes the need for additional information and asks questions to obtain it.</li><li>Integrates information from a variety of sources; detects trends, associations and cause-effect relationships.</li><li>Formulates clear decision criteria; evaluates options by considering implications and consequences and chooses and effective option.</li><li>Takes actions and makes decisions to reflect the organization's values.</li></ul>	<b>Business Development</b> <b>Definition</b> Understands Capco's sales strategy, imperatives and business development process in line with the industry, practice market solutions and/or service lines. Contributes to the identification of new or follow-on business opportunities with existing or potential clients to contribute to the sales targets of Capco. Adheres to internal processes that maintain, build, and extend revenue. <b>Commercial Awareness</b> Undoubted commercial awareness which is commercialized for Capco. <ul style="list-style-type: none"><li>Understands the importance of timely compliance with administration processes on Capco's commercial position.</li><li>Interacts with clients in a manner that is appropriate for a professional consultant.</li><li>Maintains an effective and accurate CV that will act as a sales document for the employee.</li><li>Demonstrates understanding of, and adaptation to, a consulting environment.</li><li>Performs within engagement terms and conditions and works to protect Capco's interests.</li></ul>
Delivery	Understanding of project management skills Timely compliance on time reports Actively seeks billable and non-billable work when on the bench Actively contributes to and leverages information our knowledge repositories Begins to develop subject matter relevant for Capco	<b>Delivery Responsibility</b> <b>Definition</b> Ability to conceptualize, structure and deliver high quality client and internal deliverables against project scope, milestones, timeframes and budget. Works toward quality deliverables by adhering to Capco's project management methodology and frameworks. <b>Delivery Assurance</b> Delivers assigned work, manages own time and keeps management informed of progress. <ul style="list-style-type: none"><li>Delivers according to deadlines under regular supervision.</li><li>Works effectively according to clear project objectives, milestones, and priorities.</li><li>Effectively delivers high-quality analysis and synthesis under supervision from project/work stream manager.</li><li>Demonstrates awareness of overall project management requirements and parameters (e.g., work plan, timing, budget, resources etc.).</li></ul>	<b>Industry/Technical Capability</b> <b>Definition</b> Researches industry/technical trends and events and works to develop general knowledge which increases business benefit and value to client engagements and Capco. <b>Industry/Technical Awareness</b> Learning and developing basic knowledge of the Financial Services industry. <ul style="list-style-type: none"><li>Understands key financial services industry concepts.</li><li>Researches industry/technical processes, trends and events and works to develop and apply general knowledge.</li><li>Begins to develop subject matter relevant for Capco and/or the client</li><li>Developes strong Excel and PowerPoint skills</li></ul>	
People	Participation in Capco's life and culture: events, respect of procedures, respect of values, etc. Institutional integrity (Adherence to Capco Core Values) Timely submission of PM forms and objective setting for self 40 hours of professional development, classroom and/or on-line learning programs Demonstrating career management and taking feedback on board Starting to build network and personal brand	<b>People Accountability</b> <b>Definition</b> Dedicated to personal, organizational and individual development of skills, knowledge and abilities, regardless of career level. Appreciates the concept of continuous improvement and self-realization. Creates and fosters an environment of collaboration, motivation, empowerment, knowledge sharing, and impactful learning where people can continuously develop and maximize their potential to meet key accountabilities through timely coaching, guidance and feedback. Works co-operatively and productively with others; openly exchanging information and supporting colleagues from around the organisation by putting aside personal needs to achieve business goals. <b>People Contribution</b> Seizes opportunities for continuous learning and self development. <ul style="list-style-type: none"><li>Actively participates in training, team discussions, planning sessions, networking and team building events.</li><li>Assists in assimilating new hires.</li><li>Is open and honest in communicating with clients and colleagues instilling a sense of trust in others.</li><li>Works cooperatively within a team and openly shares knowledge and information.</li><li>Questions effectively to clarify and check understanding.</li></ul>	<b>Strategic Relationships</b> <b>Definition</b> Creating and fostering mutually beneficial internal and external relationships toward the realization of business outcomes and to facilitate the accomplishment of Capco's goals. Utilizing positive influence to steer the market and clients toward value creation. <b>Developing Partnerships</b> Developing and using collaborative relationships inside and outside the organization to facilitate the accomplishment of work goals. <ul style="list-style-type: none"><li>Builds mutually beneficial relationships with others.</li><li>Gains agreement with business partners to support ideas and uses sound rationale to explain the value of actions.</li><li>Establishes relationships with and learns more about his/her peers from other countries, cultures and backgrounds.</li></ul>	<b>Change Leadership</b> <b>Definition</b> Creating an environment where people continuously seek innovative approaches which address and transform organizational problems, processes and systems whilst Facilitates the implementation and acceptance of change. <b>Embracing Change</b> Maintaining effectiveness when experiencing major changes in work responsibilities or environment; adjusting effectively to work within new work structures, processes, requirements, or cultures. <ul style="list-style-type: none"><li>Strives to understand the rationale and implications for changes in work responsibilities or environment.</li><li>Treats change and new situations as opportunities for learning or growth.</li><li>Quickly modifies behavior to deal effectively with changes in the work environment and tries new approaches appropriate for new or changed situations.</li></ul>

Consultant

Progressive responsibility, autonomy and leadership are expected across all areas

Area	Contribution Expectations	Definition 1	Definition 2	Definition 3
Client	Individual billability 78%	<b>Client Focus</b> <b>Definition</b> Adopts client perspective, considers alternatives and consequences across people, process, technology and organizational variables before responsively, and professionally communicating, decisions that provide both client and Capco benefits. Demonstrates sensitivity to client needs while providing objective insight that span the industry. Delivers quality service and adds value, while cultivating relationships – managing and exceeding client expectations. Manages stakeholders where appropriate. <b>Client Responsiveness</b> Shows dedication to meeting and exceeding client expectations and is perceived by the client as a valuable resource. <ul style="list-style-type: none"><li>Understands and anticipates client’s business drivers, issues, and interdependencies and goes beyond analysis to do this.</li><li>Demonstrates sensitivity to client needs, confirms client requirements and ensures timely delivery to meet expectation.</li><li>Responds to client requests promptly and manages the client's expectations.</li><li>Understands key issues impacting the client's business goals.</li><li>Builds rapport and cooperative relationships with clients.</li><li>Acts with the highest level of integrity, generating trust and protecting the client's interests.</li><li>Challenges client with direction</li></ul>	<b>Strategic Direction</b> <b>Definition</b> Drives the organization forward by aligning and balancing short and long term goals, assessing the desired future state of the organization, and partnering with colleagues to achieve objectives. Relies on a strategic mindset, command of the evolving Capco business model and foresight into the future needs of market toward development of strategy for Capco to address these needs. <b>Decision Making</b> Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable consequences. <ul style="list-style-type: none"><li>Recognizes the need for additional information and asks questions to obtain it, ensuring questions presented to clients are well structured.</li><li>Integrates information from a variety of sources; detects trends, associations and cause-effect relationships.</li><li>Formulates clear decision criteria; evaluates options by considering implications and consequences and chooses an effective option.</li><li>Takes actions and makes decisions to reflect Capco's values.</li></ul>	<b>Business Development</b> <b>Definition</b> Understands Capco's sales strategy, imperatives and business development process in line with the industry, practice market solutions and/or service lines. Contributes to the identification of new or follow-on business opportunities with existing or potential clients to contribute to the sales targets of Capco. Adheres to internal processes that maintain, build, and extend revenue. <b>Commercial Awareness</b> Forms relationships with clients and passes on any details of contacts or possible opportunities to senior leaders/sales team to follow up. <ul style="list-style-type: none"><li>Understands Capco's commercial offerings and brings opportunities identified to the appropriate manager.</li><li>Promotes Capco as an organization to client both through the example of work set and by explaining the firm's offerings.</li><li>Tailors CV to specific roles, prepares for client interviews effectively and demonstrates the ability to work across multiple engagements.</li><li>Begins to develop a network of client contacts and maintains contact in order to understand market developments.</li><li>Performs within engagement terms and conditions and works to protect Capco's interests.</li><li>Keeps current on key economic, social, and political trends throughout the world and their potential impact on the business.</li></ul>
Delivery	Timely compliance on time reports Actively seeks billable and non-billable work when on the bench Actively contributes to and leverages information our knowledge repositories	<b>Delivery Responsibility</b> <b>Definition</b> Ability to conceptualize, structure and deliver high quality client and internal deliverables against project scope, milestones, timeframes and budget. Works toward quality deliverables by adhering to Capco's project management methodology and frameworks. <b>Delivery Assurance</b> Sets high standards of performance for self; tenaciously working to meet or exceed goals; staying focused when completing assignments or tasks. <ul style="list-style-type: none"><li>Regularly delivers high quality, polished client deliverables with moderate supervision.</li><li>Remains self-disciplined and prevents irrelevant issues or distractions from interfering with timely completion of important tasks.</li><li>Exhibits strong sense of initiative and is creative in developing and delivering against stated project objectives and deadlines.</li><li>Develops proficiency in project management tools (e.g., MS Project) to support overall project efforts.</li></ul>	<b>Industry/Technical Capability</b> <b>Definition</b> Researches industry/technical trends and events and works to develop general knowledge which increases business benefit and value to client engagements and Capco. <b>Industry/Technical Knowledge</b> Has sufficient knowledge of some areas of financial services to work independently with clients and applies this knowledge in practice. <ul style="list-style-type: none"><li>Researches and applies benchmark knowledge, best practices and industry trends to client work with moderate supervision.</li><li>Demonstrates high level understanding of industry/technical processes and trends.</li><li>Understands and leverages the most appropriate internal and external sources (e.g. research sources, internal subject matter experts, etc.) to expand industry/technical knowledge.</li><li>Actively establishes proficiency in a specific area relevant to Capco and/or the client.</li><li>Demonstrates beginner project management skills and shows awareness of Capco methodologies</li><li>Demonstrates strong Excel and PowerPoint skills</li><li>Shows ability to prepare a presentation / write a report / respond to a RFP</li></ul>	
People	Participation in Capco’s life and culture: events, respect of procedures, respect of values Institutional integrity Timely submission of PM forms and objective setting for self 40 hours of professional development, classroom and/or on-line learning programs Institutional integrity Demonstrating career management Building on network and continuing to build personal brand	<b>People Accountability</b> <b>Definition</b> Dedicated to personal, organizational and individual development of skills, knowledge and abilities, regardless of career level. Appreciates the concept of continuous improvement and self-realization. Creates and fosters an environment of collaboration, motivation, empowerment, knowledge sharing, and impactful learning where people can continuously develop and maximize their potential to meet key accountabilities through timely coaching, guidance and feedback. Works co-operatively and productively with others; openly exchanging information and supporting colleagues from around the organisation by putting aside personal needs to achieve business goals. <b>People Contribution</b> Seizes opportunities for continuous learning and self development. <ul style="list-style-type: none"><li>Proactively looks for ways to contribute to team success.</li><li>Communicates effectively and clearly with client staff and team members using a variety of communications mediums.</li><li>Demonstrates flexibility in dealing with different viewpoints and styles.</li><li>Is open to new ideas and is ready to share knowledge and experience with others.</li><li>Participates in training, teaching others and/or participates in internal presentations.</li><li>Develops a network of internal colleagues and client contacts.</li></ul>	<b>Strategic Relationships</b> <b>Definition</b> Creating and fostering mutually beneficial internal and external relationships toward the realization of business outcomes and to facilitate the accomplishment of Capco's goals. Utilizing positive influence to steer the market and clients toward value creation. <b>Developing Partnerships</b> Developing and using collaborative relationships inside and outside the organization to facilitate the accomplishment of work goals. <ul style="list-style-type: none"><li>Builds mutually beneficial relationships with others.</li><li>Gains agreement with business partners to support ideas and uses sound rationale to explain the value of actions.</li><li>Establishes relationships with and learns more about his/her peers from other countries, cultures and backgrounds.</li></ul>	<b>Change Leadership</b> <b>Definition</b> Creating an environment where people continuously seek innovative approaches which address and transform organizational problems, processes and systems whilst Facilitates the implementation and acceptance of change. <b>Embracing Change</b> Maintaining effectiveness when experiencing major changes in work responsibilities or environment; adjusting effectively to work within new work structures, processes, requirements, or cultures. <ul style="list-style-type: none"><li>Strives to understand the rationale and implications for changes in work responsibilities or environment.</li><li>Treats change and new situations as opportunities for learning or growth.</li><li>Quickly modifies behavior to deal effectively with changes in the work environment and tries new approaches appropriate for new or changed situations.</li></ul>



Senior Consultant

Progressive responsibility, autonomy and leadership are expected across all areas

Area	Contribution Expectations	Definition 1	Definition 2	Definition 3
Client	Individual billability 78% Spots sales opportunities and escalates them / builds on them	<b>Client Focus</b> <b>Definition</b> Adopts client perspective, considers alternatives and consequences across people, process, technology and organizational variables before responsively, and professionally communicating, decisions that provide both client and Capco benefits. Demonstrates sensitivity to client needs while providing objective insight that span the industry. Delivers quality service and adds value, while cultivating relationships – managing and exceeding client expectations. Works co-operatively and productively with others; openly exchanging information and supporting colleagues from around the organisation by putting aside personal needs to achieve business goals. <b>Client Management</b> Ensures that client expectations are managed in a timely and appropriate manner. Anticipates problems ahead of time and manages them proactively. <ul style="list-style-type: none"><li>Actively manages client expectations and pro-actively identifies and resolves client issues before they present problems.</li><li>Independently interacts effectively with a variety to client stakeholders.</li><li>Manages potential client conflicts appropriately within the project.</li><li>Forms effective working relationships with client staff.</li><li>Identifies and escalates opportunities for additional work within the client.</li><li>Acts with the highest level of integrity, generating trust and protecting the client’s interests.</li><li>Challenges client with direction</li></ul>	<b>Strategic Direction</b> <b>Definition</b> Drives the organization forward by aligning and balancing short and long term goals, assessing the desired future state of the organization, and partnering with colleagues to achieve objectives. Relies on a strategic mindset, command of the evolving Capco business model and foresight into the future needs of market toward development of strategy for Capco to address these needs. <b>Operational Decision Making</b> Securing and comparing information from multiple sources to identify business issues; committing to an action after weighing alternative solutions against important decision criteria and organizational values. <ul style="list-style-type: none"><li>Recognizes the need for additional information and asks questions to obtain it.</li><li>Examines qualitative and quantitative data to identify operational problems, trends, and underlying issues.</li><li>Takes actions, makes decisions, and shapes team priorities to reflect Capco’s values.</li><li>Generates and considers options for actions to address an issue or opportunity and selects the best course of action.</li><li>Involves others in the decision-making process to ensure buy-in and build consensus.</li><li>Integrates understanding of Capco’s global approach with awareness of global trends to identify business opportunities and threats.</li></ul>	<b>Business Development</b> <b>Definition</b> Understands Capco’s sales strategy, imperatives and business development process in line with the industry, practice market solutions and/or service lines. Contributes to the identification of new or follow-on business opportunities with existing or potential clients to contribute to the sales targets of Capco. Adheres to internal processes that maintain, build, and extend revenue. <b>Commercial Knowledge</b> Understands Capco’s offerings and company strategy, helps to shape proposals and ensures that financial processes are followed and completed by the team on a project. <ul style="list-style-type: none"><li>Understands engagement terms and risks and helps to manage the team to deliver to contract and follow processes.</li><li>Support sales efforts by actively adding to the approach.</li><li>Identifies opportunities within clients which help shape propositions for extension or follow on.</li><li>Exhibits good judgment when determining who is required to get involved with special situations or problems.</li><li>Keeps current on key economic, social, and political trends throughout the world and their potential impact on the business.</li><li>Demonstrates an understanding of external regulatory environments.</li></ul>
Delivery	Participates actively in non-billable projects and proactively seeks billable and non-billable work when on the bench. Timely compliance on time reports Exploring thought leadership opportunities Creates captures and reuses project deliverables (Proposals, Credentials, RFP responses) and Contribute to Capco knowledge repositories	<b>Delivery Responsibility</b> <b>Definition</b> Ability to conceptualize, structure and deliver high quality client and internal deliverables against project scope, milestones, timeframes and budget. Works toward quality deliverables by adhering to Capco’s project management methodology and frameworks. <b>Delivery Ownership</b> Structures, plans and manages small project or sub-projects effectively, identifying tasks, delegating tasks effectively to others, monitoring their progress and managing risk. <ul style="list-style-type: none"><li>Demonstrates ability to lead a work stream/project team (Capco and client employees) to produce specified deliverables that support overall project delivery.</li><li>Works to help others overcome obstacles and to meet or exceed goals.</li><li>Measures progress and evaluates results; reprioritizes as appropriate.</li><li>Demonstrates initiative and is creative in conceptualizing, structuring and delivering high quality client and internal deliverables.</li><li>Utilizes sound judgment in determining when project deliverables are ready for review and delivery.</li><li>Meets all agreed deadlines or renegotiates deadlines in plenty of time to avoid creating project risk.</li></ul>	<b>Industry/Technical Capability</b> <b>Definition</b> Researches industry/technical trends and events and works to develop general knowledge which increases business benefit and value to client engagements and Capco. <b>Industry/Technical Capability</b> Is able to work with minimum input from others. Can apply existing knowledge to quickly understand new instruments, processes or situations. <ul style="list-style-type: none"><li>Able to discuss business issues confidently with a variety of client staff, understand and interpret the information and draw conclusions using information from a variety of sources.</li><li>Demonstrates detailed knowledge of one or more sectors of the financial services industry and can be presented to clients as an experienced knowledgeable resource.</li><li>Develops structured client deliverables by identifying specific business issues, their process implications and their relationship with other business functions.</li><li>Demonstrates the ability to interact with relevant vendors and communicate client requirements to the vendor(s).</li><li>Conducts client interviews and co-facilitates workshops to identify process strengths, weaknesses and improvement recommendations.</li><li>Demonstrates beginner project management skills and good core technical skills</li></ul>	
People	Participation in Capco’s life and culture: events, respect of procedures, respect of values Institutional integrity Active and timely participation in Capco PM process for self 40 hours of professional development, classroom and/or on-line learning programs Consider becoming a coach Managing / mentoring / guiding people in the team Demonstrates situational leadership Building and leveraging network Continues to build personal brand <ul style="list-style-type: none"><li>Actively involved in supporting local recruitment processes.</li></ul>	<b>People Accountability</b> <b>Definition</b> Dedicated to personal, organizational and individual development of skills, knowledge and abilities, regardless of career level. Appreciates the concept of continuous improvement and self-realization. Creates and fosters an environment of collaboration, motivation, empowerment, knowledge sharing, and impactful learning where people can continuously develop and maximize their potential to meet key accountabilities through timely coaching, guidance and feedback. Works co-operatively and productively with others; openly exchanging information and supporting colleagues from around the organisation by putting aside personal needs to achieve business goals. <b>People Management</b> Seizes opportunities for continuous learning and self development and supports the development of others. Provides timely guidance and feedback to help others strengthen specific knowledge/skill areas needed to accomplish a task or solve a problem. <ul style="list-style-type: none"><li>Actively involved in supporting local recruitment processes.</li><li>Provides instruction, positive models, and opportunities for observation in order to help others develop skills; encourages questions to ensure understanding.</li><li>Gives timely, appropriate feedback to others when appropriate; reinforces efforts and progress. Participates in Performance Management processes for others when requested.</li><li>Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).</li><li>Actively identifies new areas for learning and regularly creates and takes advantage of learning opportunities.</li><li>Advocates the value of diversity to others; takes actions to increase diversity in the workplace.</li></ul>	<b>Strategic Relationships</b> <b>Definition</b> Creating and fostering mutually beneficial internal and external relationships toward the realization of business outcomes and to facilitate the accomplishment of Capco’s goals. Utilizing positive influence to steer the market and clients toward value creation. <b>Developing Partnerships</b> Developing and using collaborative relationships inside and outside the organization to facilitate the accomplishment of work goals. <ul style="list-style-type: none"><li>Builds mutually beneficial relationships with others.</li><li>Develops others’ ideas and contributes own ideas about the issues at hand.</li><li>Facilitates agreement with business partners to support ideas and uses sound rationale to explain the value of actions.</li></ul>	<b>Change Leadership</b> <b>Definition</b> Creating an environment where people continuously seek innovative approaches which address and transform organizational problems, processes and systems whilst Facilitates the implementation and acceptance of change. <b>Change Management</b> Encouraging others to seek opportunities for different and innovative approaches to addressing problems and opportunities; facilitating the implementation and acceptance of change. <ul style="list-style-type: none"><li>Encourages others to question established work processes or assumptions; involves stakeholders in continuous improvement actions and alternatives.</li><li>Consistently remains open to ideas offered by others; supports and uses good ideas to solve problems or address issues.</li><li>Recognizes and rewards team members who make useful changes.</li><li>Helps individuals overcome resistance to change; shows empathy with people who feel loss or fear as a result of change.</li></ul>

Principal Consultant

Progressive responsibility, autonomy and leadership are expected across all areas

Area	Contribution Expectations	Definition 1	Definition 2	Definition 3
Client	Active participation in business development opportunities within the practice Managed revenue: \$1 million (shadow revenue) Individual billability 74% Highly client focused (~80% of time at client site)	<b>Client Focus</b> <b>Definition</b> Adopts client perspective, considers alternatives and consequences across people, process, technology and organizational variables before responsively, and professionally communicating, decisions that provide both client and Capco benefits. Demonstrates sensitivity to client needs while providing objective insight that span the industry. Delivers quality service and adds value, while cultivating relationships – managing and exceeding client expectations. <b>Client Management</b> Provides independent trusted advice to the client and to lead delivery of complex solutions engaging with senior client staff. <ul style="list-style-type: none"><li>Actively seeks information to understand client circumstances, problems, expectations, and needs to ensure that client solutions, practices, and procedures are carried out to achieve their objectives.</li><li>Adapts project delivery to meet changing client situations.</li><li>Balances conflicting stakeholder views and manages successfully in complicated political environments.</li><li>Forms lasting relationships with senior client stakeholders.</li><li>Acts with the highest level of integrity, generating trust and protecting the client's interests.</li><li>Client value creation and value satisfaction</li><li>Challenges client appropriately</li></ul>	<b>Strategic Direction</b> <b>Definition</b> Drives the organization forward by aligning and balancing short and long term goals, assessing the desired future state of the organization, and partnering with colleagues to achieve objectives. Relies on a strategic mindset, command of the evolving Capco business model and foresight into the future needs of market toward development of strategy for Capco to address these needs. <b>Operational Decision Making</b> Securing and comparing information from multiple sources to identify business issues; committing to an action after weighing alternative solutions against important decision criteria and organizational values. <ul style="list-style-type: none"><li>Identifies the need for and collects information to better understand issues, problems and opportunities.</li><li>Examines qualitative and quantitative data to identify operational problems, trends, and underlying issues.</li><li>Demonstrates understanding of client's business drivers and interdependencies and incorporates them when defining strategic direction of projects with senior management.</li><li>Generates and considers options for actions to address an issue or opportunity; considers and models the organization's values when making decisions.</li><li>Makes timely decisions; takes action to pursue an opportunity, address an issue, or prevent a problem.</li><li>Involves others in the decision-making process to ensure buy-in and build consensus.</li><li>Integrates understanding of Capco's global approach with awareness of global trends to identify business opportunities and threats.</li></ul>	<b>Business Development</b> <b>Definition</b> Understands and recognizes Capco's assets, sales strategy, imperatives and business development process in line with the industry, practice market solutions and/or service lines. Contributes to the identification of new or follow-on business opportunities with existing or potential clients to contribute to the sales targets of Capco. Adheres to internal processes that maintain, build, and extend revenue. <b>Commercial Knowledge</b> Actively manages the commercial aspects of the project including project costs and budget. Seeks ways to protect and improve margin. Actively seeks new opportunities with clients helping to develop Capco propositions. <ul style="list-style-type: none"><li>Actively participates on proposal development leading to significant client opportunities.</li><li>Participates in activity that builds the intellectual capital of the firm resulting in increased business.</li><li>Actively manages a network of client contacts and participates in account management and planning.</li><li>Actively seeks ways to extend/expand engagements which add value to the client and Capco.</li><li>Coaches others on how to present themselves in a manner that helps secure business for Capco.</li><li>Takes active steps to engage with Capco subject matter experts in other proposition areas to understand offerings and promote these to a wider client base.</li><li>Keeps current on key economic, social, and political trends throughout the world and their potential impact on the business.</li><li>Demonstrates an understanding of external regulatory environments.</li></ul>
Delivery	Actively seeks new projects; participates in non-billable practice enablement work when on projects Contribute to 1 thought leadership annually Solution oriented <b>Knowledge Management</b> Participate in Knowledge Management initiatives Takes ownership to ensure all project deliverables (eg Proposals, Credentials, RFP responses) and solution knowledge has been submitted to Capco's knowledge systems and train others on how to use them	<b>Delivery Responsibility</b> <b>Definition</b> Ability to conceptualize, structure and deliver high quality client and internal deliverables against project scope, milestones, timeframes and budget. Works toward quality deliverables by adhering to Capco's project management methodology and frameworks. <b>Delivery Ownership</b> Identifies the most appropriate approach to delivering a project shaping and adjusting the deliverables to meet client requirements. Ensures team members understand their own deliverables. Ensures that deliverables meet quality standards by employing appropriate quality assurance measures within the team. <ul style="list-style-type: none"><li>Works with senior management to effectively set and manage client delivery expectations.</li><li>Defines project scope, team structure, timelines and leads the development and delivery of project deliverables.</li><li>Works with senior colleagues on engagement financial management, paying attention to project margins, consultant fees, project costs and actively manages them.</li><li>Manages day to day project issues and risk related to contractual change, scope, threat to Capco reputation, timelines, budget and quality assurance.</li><li>Measures progress and evaluates results; reprioritizes as appropriate.</li><li>Takes responsibility to ensure all deliverables (both personal and team deliverables) are of exceptional quality, on time and on budget.</li><li>Works to ensure that personal and company billability targets are met.</li><li>Turns full attention to Capco and domain projects when on the bench.</li><li>Manages stakeholders and dependencies</li></ul>	<b>Industry/Technical Capability</b> <b>Definition</b> Researches industry/technical trends and events and works to develop general knowledge which increases business benefit and value to client engagements and Capco. <b>Industry/Technical Capability</b> Lead a team using depth of expertise, demonstrating credibility and adding value to clients. Train and coach other Capco consultants in their subject area. <ul style="list-style-type: none"><li>Recognized in Capco as a subject matter expert within at least one industry sector of Capco's focus serving across multiple clients/efforts.</li><li>Understands key industry/technical developments and trends and can articulate how clients will be affected.</li><li>Able to confidently and credibly propose solutions to problems and improvements to clients' existing processes/plans and recommend solutions to industry/technical related issues.</li><li>Contributes to training of Capco resources to build industry/technical knowledge and capability.</li><li>Participates in the formation of innovative solutions to projects and/or proposals.</li></ul>	
People	Participation in Capco's life and culture: events, respect of procedures, respect of values Institutional integrity (adherence to Capco Core values) Number of interviews/Associate Talent sessions attended – 10 and 2, respectively Coaching >2 protégés Positive and consistent feedback from buddying/coaching relationships 40 hours of professional development, classroom and/or on-line learning programs Contribution to the hiring process Delivery of Training Ability to delegate effectively Leverages people / network / coaching family effectively Continues to build personal brand	<b>People Accountability</b> <b>Definition</b> Dedicated to personal, organizational and individual development of skills, knowledge and abilities, regardless of career level. Appreciates the concept of continuous improvement and self-realization. Creates and fosters an environment of collaboration, motivation, empowerment, knowledge sharing, and impactful learning where people can continuously develop and maximize their potential to meet key accountabilities through timely coaching, guidance and feedback. Works co-operatively and productively with others; openly exchanging information and supporting colleagues from around the organisation by putting aside personal needs to achieve business goals. <b>People Management</b> Attracts, develops and retains talented individuals. Leads teams effectively by creating an empowering and motivating environment where team members can contribute their best. Provides timely coaching, guidance and feedback to help others maximize their potential and meet key accountabilities. <ul style="list-style-type: none"><li>Attracts and recruits internal and external talent to ensure the organization will be appropriately staffed to meet current and future business challenges.</li><li>Proactively contributes in recruiting activities.</li><li>Effectively serves as a project manager by setting clear project objectives and personal development goals and provides feedback during and post project.</li><li>Maintains positive and constructive outlook when communicating to team members and senior Capco management.</li><li>Empowers people to use initiative to develop and deliver solutions and is open and honest when communicating with clients and colleagues.</li><li>Supports team members in meetings and presentations as a back-up to handle difficult questions and objections.</li><li>Raises any individual/team performance issues with the coach and domain leads in order to ensure support is provided to that individual/team to meet the required standards.</li><li>Advocates the value of diversity to others; takes actions to increase diversity in the workplace.</li></ul>	<b>Strategic Relationships</b> <b>Definition</b> Creating and fostering mutually beneficial internal and external relationships toward the realization of business outcomes and to facilitate the accomplishment of Capco's goals. Utilizing positive influence to steer the market and clients toward value creation. <b>Developing Partnerships</b> Using appropriate interpersonal styles and communication methods to influence and build effective relationships with business partners (e.g., peers, functional partners, external vendors, and alliance partners). <ul style="list-style-type: none"><li>Accepts responsibility for making decisions and influencing stakeholders to achieve success.</li><li>Understands the diverse needs of individuals with whom he/she interacts and identifies mutual goals.</li><li>Works effectively with individuals outside of one's own area to help achieve business goals.</li><li>Works with external vendors, suppliers and alliance partners in productive partnerships enhancing Capco's position.</li><li>Can effectively influence individuals within their area and across the firm.</li></ul>	<b>Change Leadership</b> <b>Definition</b> Creating an environment where people continuously seek innovative approaches which address and transform organizational problems, processes and systems whilst facilitating the implementation and acceptance of change. <b>Change Management</b> Encouraging others to seek opportunities for different and innovative approaches to addressing problems and opportunities; facilitating the implementation and acceptance of change. <ul style="list-style-type: none"><li>Encourages others to question established work processes or assumptions; involves stakeholders in continuous improvement actions and alternatives.</li><li>Consistently remains open to ideas offered by others; supports and uses good ideas to solve problems or address issues.</li><li>Recognizes and rewards team members who make useful changes.</li><li>Helps individuals overcome resistance to change; shows empathy with people who feel loss or fear as a result of change.</li></ul>



# Managing Principal

Progressive responsibility, autonomy and leadership are expected across all areas

Area	Contribution	Definition 1	Definition 2	Definition 3
Client	<p>One new client sale outside main account - &gt;\$250k</p> <p>Contribution to other accounts / RFPs</p> <p>Positive client feedback</p> <p><b>Quantitative individual</b></p> <p>Revenue of \$3M , depending on seniority and tenure as managing principal</p> <p>Managed revenue of \$2.5M to \$3M</p> <p>Project Margin: 63% (in Europe, @ standard cost)</p> <p>Billability (Personal): 66%</p> <p>Highly client focused (~80% of time at client site)</p> <p><b>Quantitative team</b></p> <p>Pipeline: 250% of revenue</p> <p>Pipeline mix: 40/30/20/10</p> <p>Billability (Team): 74% - 78%</p>	<p><b>Client Focus</b></p> <p><b>Definition</b></p> <p>Adopts client perspective, considers alternatives and consequences across people, process, technology and organizational variables before responsively, and professionally communicating, decisions that provide both client and Capco benefits. Demonstrates sensitivity to client needs while providing objective insight that span the industry. Delivers quality service and adds value, while cultivating relationships – managing and exceeding client expectations.</p> <p><b>Client Focus</b></p> <p>Actively creates and manages relationships with key senior client contacts. Gains and demonstrates understanding of client business drivers. Shapes services and solutions against client needs.</p> <ul style="list-style-type: none"><li>Demonstrates commitment to building client relationships with Capco and creates opportunities for Capco leadership to interact with other potential client project sponsors.</li><li>Participates in Capco client events and assists in improving client relationships.</li><li>Displays adept ability to navigate through client political sensitivities and gauge client expectations.</li><li>Understands and incorporates client's business drivers and interdependencies.</li><li>Acts with the highest level of integrity, generating trust and protecting the client's interests.</li><li>Advisor relationships with Managing Director level clients</li></ul>	<p><b>Strategic Direction</b></p> <p><b>Definition</b></p> <p>Drives the organization forward by aligning and balancing short and long term goals, assessing the desired future state of the organization, and partnering with colleagues to achieve objectives. Relies on a strategic mindset, command of the evolving Capco business model and foresight into the future needs of market toward development of strategy for Capco to address these needs.</p> <p><b>Strategic Decision Making</b></p> <p>Securing information and identifying key issues relevant to achieving a long-range goal or vision; establishing and committing to a course of action to accomplish a long-range goal or vision.</p> <ul style="list-style-type: none"><li>Creates a compelling vision for his/her function considering key organizational strategies such as those focused on clients, performance and diversity.</li><li>Understands the key global business drivers impacting Capco and our client base.</li><li>Generates and considers options for actions to achieve a long-range goal and selects the strategy most likely to succeed; considers and models Capco's values when making decisions.</li><li>Identifies the key tasks and resources needed to achieve objectives.</li><li>Balances both short-term delivery with longer-term functional goals to ensure success.</li><li>Works in an aligned way with other areas of Capco to identify the key tasks and resources needed to achieve objectives.</li><li>Integrates understanding of Capco's global approach with awareness of global trends to identify business opportunities and threats.</li><li>Explicit understanding and recognition of all Capco assets (CDM, TTL, etc)</li></ul>	<p><b>Business Development</b></p> <p><b>Definition</b></p> <p>Understands Capco's sales strategy, imperatives and business development process in line with the industry, practice market solutions and/or service lines. Contributes to the identification of new or follow-on business opportunities with existing or potential clients to contribute to the sales targets of Capco. Adheres to internal processes that maintain, build, and extend revenue.</p> <p><b>Business Development</b></p> <p>Develops business and monitors opportunity by keeping up to date with own network. Leads complex proposal activity working across the firm. Develops service offerings taking into account the current and likely future demands of the market.</p> <ul style="list-style-type: none"><li>Actively manages a credible network of senior client contacts which leads to commercial value for Capco.</li><li>Takes overall commercial ownership of project ensuring pricing margin, contract and delivery are managed.</li><li>Takes lead role in developing segments and offerings.</li><li>Represents Capco in industry marketing/business development events (e.g., seminars, conferences etc.).</li><li>Actively seeks ways to champion Capco's products and intellectual assets resulting in new sales opportunities or extension of existing opportunities.</li><li>Demonstrates ability to find and close follow-on opportunities with little assistance.</li><li>Demonstrates global market insight and is proactive in knowing our competition, their strengths and strategies.</li><li>Is acutely aware of the external regulatory environments Capco works within and their impact on our operating model.</li></ul>
Delivery	<p>Contributes favourably to the company assets</p> <p>Thought Leadership: 1 Authored/Co-authored or speaking assignments annually</p> <p>Additional Human Capital contribution</p> <p>Additional Internal Operations contribution</p> <p>Invoice days outstanding – &lt;75 days</p> <p><b>Knowledge Management</b></p> <p>Participate in Knowledge Management initiatives and join KM working groups</p> <p>Actively creates, captures and reuses IP &amp; project deliverables (Proposals, Credentials, RFP responses, and best practice deliverables) and knowledge within their area of expertise</p> <p>Actively share sknowledge across teams and locations</p> <p>100% of project deliverables and solution material to be captured in Capco's KM system</p>	<p><b>Delivery Responsibility</b></p> <p><b>Definition</b></p> <p>Ability to conceptualize, structure and deliver high quality client and internal deliverables against project scope, milestones, timeframes and budget. Works toward quality deliverables by adhering to Capco's project management methodology and frameworks.</p> <p><b>Delivery Responsibility</b></p> <p>Makes and implements decisions involving multiple, often conflicting, considerations to deliver to business needs. Consistently selects best course of action for Capco and the Client in complex and risk situations. Can manage multiple engagements.</p> <ul style="list-style-type: none"><li>Determines action steps and milestones required to implement deliverables; adjusts activities or timelines as circumstances warrant.</li><li>Creates a measurement discipline and establishes systems to track results.</li><li>Oversees the commercial and contractual aspects of the project including reviews of delivery, finance, legal, profit and loss.</li><li>Provides leadership and motivates team to deliver beyond client expectations resulting in positive client feedback and opportunities for additional client work.</li><li>Manages client relationships, sub-contractor relationships, project communications, exception situations and quality assurance.</li><li>Demonstrates ability to deliver on multiple internal and external projects simultaneously.</li></ul>	<p><b>Industry/Technical Capability</b></p> <p><b>Definition</b></p> <p>Researches industry/technical trends and events and works to develop general knowledge which increases business benefit and value to client engagements and Capco.</p> <p><b>Industry/Technical Capability</b></p> <p>Expert in one subject area with high level knowledge across a number of areas. Seen as thought leader with innovative ideas.</p> <ul style="list-style-type: none"><li>Recognized across Capco internally/externally and with current clients as a subject matter expert.</li><li>Applies industry/technical expertise to challenge and influence the views of senior clients.</li><li>Consistently applies industry, technical and architectural expertise to develop strategic insights and innovative solutions from concept through to delivery.</li><li>Demonstrates broad understanding of the industry and transforms perceived needs into business opportunities for Capco.</li><li>Demonstrates flexibility in approach and applies knowledge and experience across a number of areas.</li></ul>	
People	<p>Participation in Capco's life and culture: events, respect of procedures, respect of values</p> <p>Institutional integrity</p> <p>Active and ongoing coaching of assigned protégées with focus on developing Capco's bench strength</p> <p>Number of referrals successfully hired &gt;3</p> <p>Number of interviews/Associate Talent sessions attended – 20 and 2, respectively</p> <p>Coaching &gt;3 protégés</p> <p>Positive and consistent feedback from buddying/coaching relationships</p> <p>Voluntary Attrition from the account during year - &lt; 10%</p> <p>Material and valuable leadership contributions to the practices solution development, collateralization and practice growth (e.g., hiring)</p> <p>40 hours of professional development, classroom and/or on-line learning programs</p> <p>Development of intellectual capital (brown bag sessions, offerings, point of views, etc.)</p> <p>Training delivered</p> <p>Leverages people / network / coaching family effectively</p>	<p><b>People Accountability</b></p> <p><b>Definition</b></p> <p>Dedicated to personal, organizational and individual development of skills, knowledge and abilities, regardless of career level. Appreciates the concept of continuous improvement and self-realization. Creates and fosters an environment of collaboration, motivation, empowerment, knowledge sharing, and impactful learning where people can continuously develop and maximize their potential to meet key accountabilities through timely coaching, guidance and feedback.</p> <p>Works co-operatively and productively with others; openly exchanging information and supporting colleagues from around the organisation by putting aside personal needs to achieve business goals.</p> <p><b>People Management</b></p> <p>Attracts, develops and retains talented individuals. Provides timely coaching, guidance and feedback to help others maximize their potential and meet key accountabilities. Uses appropriate methods and interpersonal styles to develop, motivate and guide a team toward successful outcomes and attainment of business objectives.</p> <ul style="list-style-type: none"><li>Attracts and recruits internal and external talent to ensure the organization will be appropriately staffed to meet current and future business challenges.</li><li>Facilitates a climate in which people feel confident to exercise judgment and develop through learning.</li><li>Gives fair, accurate, timely and insightful feedback and instills a coaching culture and ensures timely project reviews are written and delivered for team members</li><li>Enables people to accept and learn from mistakes.</li><li>Leads by example, engenders loyalty and stretches functional excellence in others.</li><li>Has diversity at the heart of the firm.</li></ul>	<p><b>Strategic Relationships</b></p> <p><b>Definition</b></p> <p>Creating and fostering mutually beneficial internal and external relationships toward the realization of business outcomes and to facilitate the accomplishment of Capco's goals. Utilizing positive influence to steer the market and clients toward value creation.</p> <p><b>Strategic Relationships</b></p> <p>Using appropriate interpersonal styles and communication methods to influence and build effective relationships with business partners (e.g., peers, functional partners, external vendors, and alliance partners).</p> <ul style="list-style-type: none"><li>Takes personal responsibility for making decisions and influencing stakeholders to achieve success.</li><li>Understands the diverse needs of individuals with whom he/she interacts and identifies mutual goals.</li><li>Works effectively within different organizational structures and matrix teams, not in individual silos.</li><li>Works with external vendors, suppliers and alliance partners in productive partnerships enhancing Capco's position.</li><li>Can effectively influence individuals at all levels of the firm.</li></ul>	<p><b>Change Leadership</b></p> <p><b>Definition</b></p> <p>Creating an environment where people continuously seek innovative approaches which address and transform organizational problems, processes and systems whilst Facilitates the implementation and acceptance of change.</p> <p><b>Change Leadership</b></p> <p>Encouraging others to seek opportunities for different and innovative approaches that transform organizational processes and systems.</p> <ul style="list-style-type: none"><li>Recognizes the need for innovation and improvement and initiates efforts to implement alternative solutions.</li><li>Leads the change agenda through demonstrated personal change and development orientation.</li><li>Promotes a shared agenda with other leaders within Capco across the globe.</li><li>Drives the change agenda through everyday coaching and reinforcement.</li><li>Implements change activities without impairing operational sustainability.</li><li>Helps individuals overcome resistance to change and shows empathy with those who feel a loss or fear as a result of change.</li></ul>

Associate Partner

Progressive responsibility, autonomy and leadership are expected across all areas

Area	Contribution Expectations	Definition 1	Definition 2	Definition 3
Client	Positive contributor at a Partner level to achievement of Global, and Domain/Regional goals <b>Quantitative individual</b> (also in scorecard) Revenue of \$3M – \$4M, depending on seniority and tenure as partner Project Margin: 63% (in Europe, @ standard cost) Business Development Expenses as per budget in scorecard Billability (Personal): 50% Highly client focused(~80% of time at client site) <b>Quantitative team goals</b> Margins –Gross margins of 47%; Contribution Margin of 30% (also in scorecard) Bookings: 120% of revenue (also in scorecard) Backlog: 3 – 5 mos. Pipeline: 250% of revenue Pipeline mix: 40/30/20/10 Billability (Team): 74% - 78%	<b>Client Focus</b> <b>Definition</b> Adopts client perspective, considers alternatives and consequences across people, process, technology and organizational variables before responsively, and professionally communicating, decisions that provide both client and Capco benefits. Demonstrates sensitivity to client needs while providing objective insight that span the industry. Delivers quality service and adds value, while cultivating relationships – managing and exceeding client expectations. Works co-operatively and productively with others; openly exchanging information and supporting colleagues from around the organisation by putting aside personal needs to achieve business goals. <b>Client Focus</b> Cultivates strategic client relationships and ensures that the client perspective is the driving force behind all value added business activities. <ul style="list-style-type: none"><li>Is able to understand diverse client needs and provide appropriate solutions.</li><li>Collaborates across domains and Partner entities to deliver the power of the entire firm and the best solution for our client.</li><li>Is proactive in supporting clients and takes a partnering approach with others in the firm when developing client relationships.</li><li>Is able to effectively balance the needs of the client with the needs of Capco.</li><li>Educates clients and shares information to build their understanding of issues, products and solutions.</li><li>Acts with the highest level of integrity, generating trust and protecting the client’s interests.</li></ul>	<b>Strategic Direction</b> <b>Definition</b> Drives the organization forward by aligning and balancing short and long term goals, assessing the desired future state of the organization, and partnering with colleagues to achieve objectives. Relies on a strategic mindset, command of the evolving Capco business model and foresight into the future needs of market toward development of strategy for Capco to address these needs. <b>Strategic Direction</b> Establishing and committing to a long-range course of action to accomplish a long-range goal or vision after analyzing factual information and assumptions; taking into consideration resources, constraints, and organizational values. <ul style="list-style-type: none"><li>Creates a compelling vision for his/her part of the business, considering key organizational strategies such as those focused on clients, performance and diversity.</li><li>Understands the key global business drivers impacting Capco and our client base.</li><li>Expresses, models, and reinforces the organizational values when setting long-term business direction.</li><li>Balances both short-term delivery with longer-term strategic goals to ensure success.</li><li>Works in an aligned way with other areas of Capco to ensure that resources have been planned for and utilized effectively.</li><li>Establishes a coherent business direction that is simple and complete.</li><li>Can translate global, political, economic, and social trends into business strategies, whilst factoring in the diverse needs of Capco and its employees.</li><li>Seeks input, where appropriate, from all levels across the firm when establishing strategy.</li></ul>	<b>Business Development</b> <b>Definition</b> Understands Capco’s sales strategy, imperatives and business development process in line with the industry, practice market solutions and/or service lines. Contributes to the identification of new or follow-on business opportunities with existing or potential clients to contribute to the sales targets of Capco. Adheres to internal processes that maintain, build, and extend revenue. <b>Business Development</b> Generates significant commercial revenue through leadership of propositions, clients and segments. <ul style="list-style-type: none"><li>Delivers target revenues and manages Capco’s overall commercial interests.</li><li>Displays sound business judgment in the identification, pursuit and delivery of client opportunities, including assessing and managing the associated risk to Capco and our reputation.</li><li>Demonstrates global market insight and is proactive in knowing our competition, their strengths and strategies.</li><li>Is acutely aware of the external regulatory environments Capco works within and their impact on our operating model.</li><li>Shares accountability with Sales Directors fro the reflection (CDM) and forecasting of revenue</li><li>Contributes to the growth of Capco's business in line with plans, delivers a positive book:bill in line with goals</li></ul>
Delivery	Thought Leadership: 2 Authored/Co-authored or speaking assignments annually <b>Knowledge Management</b> Positively promotes Capco’s Knowledge Management strategy, encouraging teams to capture key deliverables and share knowledge via repositories Actively sponsors and drives teams to create and share high quality deliverables (Proposals, Credentials, RFP responses...) that can be shared across the firm via Capco’s knowledge systems 100% of project deliverables, thought leadership and best practice material captured in Capco’s KM system	<b>Delivery Responsibility</b> <b>Definition</b> Ability to conceptualize, structure and deliver high quality client and internal deliverables against project scope, milestones, timeframes and budget. Works toward quality deliverables by adhering to Capco’s project management methodology and frameworks. <b>Delivery Responsibility</b> Translates strategy into operational reality. Translates strategic priorities or business initiatives into actionable projects and programs and identifies accountabilities. Aligns communication, people, culture, processes, resources and systems to ensure effective implementation and delivery of desired results. <ul style="list-style-type: none"><li>Thinks through complexity and makes hard choices to translate strategy into reality.</li><li>Effectively prioritizes diverse business initiatives based on organizational requirements.</li><li>Creates a measurement discipline and establishes systems to track results.</li><li>Consistently leads commitment towards Capco's business growth strategy.</li><li>Provides leadership and motivates team to deliver beyond client expectations resulting in positive client feedback and opportunities for additional client work.</li><li>Effectively aligns people, culture, process and systems to achieve successful delivery.</li><li>Balance sheet and risk management – no write-offs, write-downs or leakage, provides early warning of delivery risk, no AR &gt; 90 days</li><li>Profitability – operates business in revenue, margins, partner billability, team billability, sales cost, leverage, etc. to operate our business to a 30% Contribution Margin level</li><li>Contracts are signed and deferred is held to &lt;1% of annual revenue at any time</li><li>Ensures the capturing of institutional IP into our knowledge management process</li><li>CDM is kept up-to-date and accurate at all times</li><li>Unbilled and AR is managed to hold DSO to &lt; 65 days</li></ul>	<b>Industry/Technical Capability</b> <b>Definition</b> Researches industry/technical trends and events and works to develop general knowledge which increases business benefit and value to client engagements and Capco. <b>Industry/Technical Capability</b> Has undoubted industry/technical expertise which is commercialized for Capco. <ul style="list-style-type: none"><li>Recognized across Capco and senior client leaders for industry/technical expertise.</li><li>Recognized within industry as a thought leader and influencer.</li><li>Contributes expertise across multiple accounts/client engagements and Capco globally.</li><li>Makes an active contribution to increasing the value of Capco's intellectual capital through knowledge management and the associated knowledge sharing and filtering processes.</li></ul>	
People	<b>Individual</b> Actively participates in practice management Positive and consistent 360 feedback Accepts extra assignments to facilitate the maturity and growth of our business Development of intellectual capital (brown bag sessions, offerings, point of views, etc.) Promotes the training agenda of their professionals <b>Team</b> Attrition <20% Training days / employee – 5 Recruitment 100% of plan	<b>People Accountability</b> <b>Definition</b> Dedicated to personal, organizational and individual development of skills, knowledge and abilities, regardless of career level. Appreciates the concept of continuous improvement and self-realization. Creates and fosters an environment of collaboration, motivation, empowerment, knowledge sharing, and impactful learning where people can continuously develop and maximize their potential to meet key accountabilities through timely coaching, guidance and feedback. Works co-operatively and productively with others; openly exchanging information and supporting colleagues from around the organisation by putting aside personal needs to achieve business goals. <b>People Accountability</b> Attracts, develops and retains talented individuals. Provides timely coaching, guidance and feedback to help others maximize their potential and meet key accountabilities. Uses appropriate methods and interpersonal styles to develop, motivate and guide a team toward successful outcomes and attainment of business objectives. <ul style="list-style-type: none"><li>Attracts and recruits internal and external talent to ensure the organization will be appropriately staffed to meet current and future business challenges.</li><li>Proactively shares resources whilst collaborating with other domains.</li><li>Promotes new thinking, always encouraging individuals to excel and realize their potential.</li><li>Creates a climate in which people feel confident to exercise judgment and develop through learning.</li><li>Gives fair, accurate and insightful feedback and instills a coaching culture.</li><li>Enables people to accept and learn from mistakes.</li><li>Leads by example, engenders loyalty and stretches functional excellence in others.</li><li>Has diversity at the heart of the firm.</li><li>Completes performance reviews on a timely basis, and ensures that team members are in compliance</li></ul>	<b>Strategic Relationships</b> <b>Definition</b> Creating and fostering mutually beneficial internal and external relationships toward the realization of business outcomes and to facilitate the accomplishment of Capco’s goals. Utilizing positive influence to steer the market and clients toward value creation. <b>Strategic Relationships</b> Using appropriate interpersonal styles and communication methods to influence and build effective relationships with business partners (e.g., peers, functional partners, external vendors, and alliance partners). <ul style="list-style-type: none"><li>Takes personal responsibility for making decisions and influencing stakeholders to achieve success.</li><li>Understands the diverse needs of individuals with whom he/she interacts to ensure ‘win–wins’ are achieved.</li><li>Works effectively within different organizational structures and matrix teams, not in individual silos.</li><li>Works with external vendors, suppliers and alliance partners in productive partnerships enhancing Capco’s position.</li><li>Effectively influences individuals at all levels of the firm.</li></ul>	<b>Change Leadership</b> <b>Definition</b> Creating an environment where people continuously seek innovative approaches which address and transform organizational problems, processes and systems whilst Facilitates the implementation and acceptance of change. <b>Change Leadership</b> Continuously seeking (or encouraging others to seek) opportunities for different and innovative approaches to addressing organizational problems and opportunities. <ul style="list-style-type: none"><li>Recognizes the need for innovation and improvement and initiates efforts to explore alternative solutions.</li><li>Leads the change agenda through demonstrated personal change and development orientation.</li><li>Takes responsibility for creating a shared agenda with other leaders within Capco across the globe.</li><li>Drives the change agenda through everyday coaching and reinforcement.</li><li>Implements change activities without impairing operational sustainability.</li><li>Helps individuals overcome resistance to change and shows empathy with those who feel a loss or fear as a result of change.</li></ul>



## Partner

Progressive responsibility, autonomy and leadership are expected across all areas

Area	Contribution Expectations	Definition 1	Definition 2	Definition 3
Client	Positive contributor at a Partner level to achievement of Global, and Domain/Regional goals <b>Quantitative individual</b> (also in scorecard) Revenue of \$5M-7M, depending on seniority and tenure as partner Project Margin: 63% (in Europe, @ standard cost) Business Development Expenses as per budget in scorecard Billability (Personal): 20-25% Highly client focused(~80% of time at client site) <b>Quantitative team goals</b> Margins –Gross margins of 47%; Contribution Margin of 30% (also in scorecard) Bookings: 120% of revenue (also in scorecard) Backlog: 3 – 5 mos. Pipeline: 250% of revenue Pipeline mix: 40/30/20/10 Billability (Team): 74% - 78%	<b>Client Focus</b> <b>Definition</b> Adopts client perspective, considers alternatives and consequences across people, process, technology and organizational variables before responsively, and professionally communicating, decisions that provide both client and Capco benefits. Demonstrates sensitivity to client needs while providing objective insight that span the industry. Delivers quality service and adds value, while cultivating relationships – managing and exceeding client expectations. Works co-operatively and productively with others; openly exchanging information and supporting colleagues from around the organisation by putting aside personal needs to achieve business goals. <b>Client Focus</b> Cultivates strategic client relationships and ensures that the client perspective is the driving force behind all value added business activities. <ul style="list-style-type: none"><li>Is able to understand diverse client needs and provide appropriate solutions.</li><li>Collaborates across domains and Partner entities to deliver the power of the entire firm and the best solution for our client.</li><li>Is proactive in supporting clients and takes a partnering approach with others in the firm when developing client relationships.</li><li>Is able to effectively balance the needs of the client with the needs of Capco.</li><li>Educates clients and shares information to build their understanding of issues, products and solutions.</li><li>Acts with the highest level of integrity, generating trust and protecting the client’s interests.</li></ul>	<b>Strategic Direction</b> <b>Definition</b> Drives the organization forward by aligning and balancing short and long term goals, assessing the desired future state of the organization, and partnering with colleagues to achieve objectives. Relies on a strategic mindset, command of the evolving Capco business model and foresight into the future needs of market toward development of strategy for Capco to address these needs. <b>Strategic Direction</b> Establishing and committing to a long-range course of action to accomplish a long-range goal or vision after analyzing factual information and assumptions; taking into consideration resources, constraints, and organizational values. <ul style="list-style-type: none"><li>Creates a compelling vision for his/her part of the business, considering key organizational strategies such as those focused on clients, performance and diversity.</li><li>Understands the key global business drivers impacting Capco and our client base.</li><li>Expresses, models, and reinforces the organizational values when setting long-term business direction.</li><li>Balances both short-term delivery with longer-term strategic goals to ensure success.</li><li>Works in an aligned way with other areas of Capco to ensure that resources have been planned for and utilized effectively.</li><li>Establishes a coherent business direction that is simple and complete.</li><li>Can translate global, political, economic, and social trends into business strategies, whilst factoring in the diverse needs of Capco and its employees.</li><li>Seeks input, where appropriate, from all levels across the firm when establishing strategy.</li></ul>	<b>Business Development</b> <b>Definition</b> Understands Capco’s sales strategy, imperatives and business development process in line with the industry, practice market solutions and/or service lines. Contributes to the identification of new or follow-on business opportunities with existing or potential clients to contribute to the sales targets of Capco. Adheres to internal processes that maintain, build, and extend revenue. <b>Business Development</b> Generates significant commercial revenue through leadership of propositions, clients and segments. <ul style="list-style-type: none"><li>Delivers target revenues and manages Capco’s overall commercial interests.</li><li>Displays sound business judgment in the identification, pursuit and delivery of client opportunities, including assessing and managing the associated risk to Capco and our reputation.</li><li>Demonstrates global market insight and is proactive in knowing our competition, their strengths and strategies.</li><li>Is acutely aware of the external regulatory environments Capco works within and their impact on our operating model.</li></ul>
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