

Technical Leadership Community **Membership Criteria**

Includes: Skill Definitions, Scoring Scales & Applicant Guidance

Updated: January 9, 2024

User Guide: For Raters

Thank you for supporting the Technical Leadership Community by serving as a TLC Applicant Rater! This guide is intended to standardize the rating process across organizations and simplify the work you will conduct to review each application.

Minimum Scoring Requirements:

The chart on page 3 outlines the minimum scoring requirements an applicant must meet to be considered for each TLC distinction.

If an applicant receives a **lower than the minimum requirement** for 1 or more TLC skill (looking specifically at the requirements for the distinction the applicant applied for), that applicant must be **removed from the selection process** as ineligible.

Meeting the minimum requirements does not guarantee an applicant will be selected to join the Technical Leadership Community (TLC). Selection decisions are based on a combination of factors including candidate qualifications and business need.

Skill Definition

This high-level definition outlines each TLC skill but is not intended to be used by raters for scoring. Instead, **raters should use the Scoring Guidance section for evaluating applications**, as it expands upon the definition, breaking it down by levels of skill demonstration.

Score Guidance (1-5 Point Scale):

Each TLC skill has been built on a 5-point scale. Candidates can only receive whole-number scores between 1-5 (no decimal points).

Candidates should be assigned the score that their application response best aligns to. It is understood that an applicant might not meet the expectations under every bullet points at each score level. Rather than seek perfect matches between score definitions and applicant submissions for each skill score, raters should **select the scores that “best fits” the applicant’s submission**.

***Please note:** Applicants are not required to provide all the info suggested in the “Applicant Guidance” section to qualify for the TLC. This section is intended to help candidates understand the most relevant information to include in their submissions.*

User Guide: For Applicants

Thank you for your interest in joining the Technical Leadership Community! This guide is intended to help TLC nominees understand what information to include in their application and how they will be evaluated against key TLC skills.

Minimum Scoring Requirements:

The chart on page 3 outlines the minimum scoring requirements an applicant must meet to be considered for each TLC distinction.

If an applicant receives a **lower than the minimum requirement** for 1 or more TLC skills (looking specifically at the requirements for the distinction the applicant applied for), that applicant must be **removed from the selection process** as ineligible.

Meeting the minimum requirements does not guarantee an applicant will be selected to join the Technical Leadership Community (TLC). Selection decisions are based on a combination of factors including candidate qualifications and business need.

Skill Definition

This high-level definition outlines each core TLC skill. It is not intended to be used by raters for scoring. Instead, raters will use the Scoring Guidance section for evaluating applications, as it expands upon the definition, breaking it down by levels of skill demonstration.

Score Guidance (1-5 Point Scale):

Each TLC skill has been built on a 5-point scale. Candidates can only receive whole-number scores between 1-5 (no decimal points).

Candidates should **assign themselves the score for each skill** that their application response best aligns to. It is understood that an applicant might not meet the expectations under every bullet point at each score level. Rather than seek perfect matches between score definitions and applicant submissions for each skill score, applicants should select the scores that “best fit” their submission.

Note: The scores applicants assign themselves will be reviewed first by their designated mentors, and then later by their organization’s rating team. This process is intended to ensure the self-scores are valid and realistic against application content.

To be a Future-Forward **Technical Leader**, you must demonstrate:

Technical Skills

- **Domain Leadership:** Possesses technical expertise in a particular technical domain; maintains a reputation as a Subject Matter Expert (SME); demonstrates awareness of technical domains and how they intersect; learns about adjacent domains and subdomains
- **Intellectual Property Generation:** Produces and/or supports the production of meaningful and innovative intellectual property; clearly articulates the value of intellectual property and champions its use in the company
- **Change Driver:** Advocates for the adoption and supports the creation of innovative and agile technology/solutions/strategies; understands the strategy, stakeholders, and processes necessary to drive innovative change and effective results; is knowledgeable in current and possible future policies, practices, trends, and information affecting the business and the organization; knows the competition; leads work in change-related projects of strategic value

Leadership Skills

- **Influencing Others:** Gains support for ideas, proposals, projects, and solutions in ways consistent with the values of the organization by communicating in terms that are simple, vivid, and compelling to resonate with others; plans and delivers verbal and written communications that make an impact and persuade intended audiences; practices relationship building
- **Customer-Focused:** Dedicates oneself to architecting solutions that meet or exceed the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect; advocates and enables Dell products to address customer needs and generate business revenue
- **Fostering Teamwork:** Demonstrates interest in collaboration and successfully getting groups to work together to drive impactful results; learns to delegate and embrace working with other people efficiently to work through challenges; Partners with Dell team members, partners, and external affiliates to share knowledge, solve problems, and drive technical transformation; encourages the formation of coalitions; mentors peers and junior technical talent

To be considered for a TLC distinction, all candidates must meet the following minimum scoring requirements:

| | Domain Leadership | Intellectual Property Generation | Change Driver | Influencing Others | Customer-Focused | Fostering Teamwork |
|---------------------------------------------|-------------------|----------------------------------|---------------|--------------------|------------------|--------------------|
| Distinguished Member Technical Staff (DMTS) | 2 | 2 | 2 | 2 | 2 | 2 |
| Distinguished Engineer (DE) | 3 | 2 | 3 | 3 | 3 | 3 |
| Senior Distinguished Engineer (SDE) | 4 | 3 | 4 | 4 | 3 | 4 |
| Fellow | 5 | 4 | 5 | 5 | 4 | 5 |

Once inducted into the program, TLC members are expected to continue meeting the minimum requirements for their distinction and further advancing their skills.

Disclaimer: Applicants are required to meet the minimum scores for the distinction they apply for, however meeting these minimum requirements does not guarantee an applicant will be selected to join the Technical Leadership Community (TLC). Selection decisions are based on a combination of factors including candidate qualifications and business need.

Domain Leadership

Skill Definition

Possesses technical expertise in a particular technical domain; maintains a reputation as a Subject Matter Expert (SME); demonstrates awareness of technical domains and how they intersect; learns about adjacent domains and subdomains

Applicant Guidance

- A. List the technical domain(s) and subdomain(s) you are a subject matter expert in.
- B. To support the claim of your expertise, we recommend you list the following:
 - the most recent and significant projects you have applied your domain expertise to,
 - any technical engagements you may have represented your technical domain at,
 - and any internal/external customers who rely on your domain expertise
- C. If you are working to expand your expertise into a new domain or subdomain, provide a brief description of your efforts to study that technical area.
 - Indicate why you have selected that specific subdomain to study, including the strategic value the knowledge will add to your work at Dell.

Scoring Guidance

| | |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | <ul style="list-style-type: none">Does not possess expert-level knowledge in a technical domainDoes not apply knowledge to projects within their team or organization |
| 2 | <ul style="list-style-type: none">Recognized expert-level knowledge in a technical subdomain*Applies knowledge to projects within their team or organization <p><i>*Likely Recognized as an expert by: Directors, Senior Directors, DEs, PdMs at Dell</i></p> |
| 3 | <ul style="list-style-type: none">Continues expanding expert-level knowledge in existing subdomains and expanding into other subdomains*Continues expanding the complexity and number of projects they apply their knowledge toUnderstands how their technical domain intersects with other technical domains |
| 4 | <ul style="list-style-type: none">Recognized technical expert in at least 2 subdomains*Relied upon by internal and external customers for expertiseRepresents subdomains at internal or external technical engagements <p><i>*Likely Recognized as an expert by: VPs, SVPs, SDEs, Fellows, CTOs, and some external contacts</i></p> |
| 5 | <ul style="list-style-type: none">Expert-level knowledge of multiple technical domains (broad & deep)Understands how the technical domains at Dell intersect to deliver products, solutions, or to deliver strategic valueLeads work within a technical domain, ensuring it remains aligned with Dell's strategy; directs SDEs and DEs to conduct project work and researchIndustry-recognized expert in their domain of focusFlexes technical focus based on business demand and industry evolution, learning new domains as neededDefines domains and subdomains based on industry trends alignment to Dell's strategyServes as the primary Dell representative for the ecosystem(s) aligned to their domains of expertise |

Intellectual Property Generation

Skill Definition

Produces and/or supports the production of meaningful and innovative intellectual property; clearly articulates the value of their intellectual property and champions its use in the company

Examples of Intellectual Property include: published and/or peer-reviewed technical white papers, patents, academic journals, peer-reviewed journals, open-source contributions, authored technical standards, and policy influence white papers that have positively impacted a Division, functional group, Customer, or Partner (e.g., made it into product, process, system architecture, tools, and/or revenue impact/generation)

Applicant Guidance

- A. List the key pieces of IP you have generated in the last 2 years.
- For each piece of IP listed, share a brief description of its impact on the company/industry, including the estimated business value generated.
 - If the information is available in your Google Scholar account, list the number of citations generated by each piece of IP listed

[Click here](#) for instructions on how to create a free Google Scholar account, if needed

- B. If you have been involved in a patent committee (as a committee member or leader) within the last 2 years, list the name of the committee and your role.
- C. If you have helped mentor the IP generation of others, provide a brief description of your efforts.

Scoring Guidance

| | |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | <ul style="list-style-type: none">• Does not produce or support the production of innovative intellectual property |
| 2 | <ul style="list-style-type: none">• Produces or supports the production of innovative intellectual property• Clearly articulates the business value of their intellectual property |
| 3 | <ul style="list-style-type: none">• Regularly produces impactful intellectual property |
| 4 | <ul style="list-style-type: none">• Regularly produces critical intellectual property that differentiates, defends, or improves the profitability of a product• Actively mentors others' IP generation• Articulates their organization's current strategy for IP generation |
| 5 | <ul style="list-style-type: none">• Articulates thoughts on what Dell's future IP generation strategy should be, which other Dell team members then work to realize it |

Change Driver

Skill Definition

Advocates for the adoption and supports the creation of innovative and agile technology/solutions/strategies; understands the strategy, stakeholders, and processes necessary to drive innovative change and effective results; is knowledgeable in current and possible future policies, practices, trends, and information affecting their business and organization; knows the competition; leads work in change-related projects of strategic value

Applicant Guidance

- A. Share a brief description of the highest-impact projects you've supported or led within the last 2 years. Explain how your work generated business value and aligned with technology trends.
- B. Describe how you drove the adoption of new technology, services, solutions, approaches, or designs (these could be new concepts already existing within Dell or new to Dell).
 - What methods do you use to receive approval or escalate initiatives to drive progress?
- C. If you have proposed or coordinated a process improvement effort to increase operational efficiencies, please share a brief description of that effort.

Scoring Guidance

| | |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | <ul style="list-style-type: none">• Does not support high-impact projects related to the development of strategic products, solutions, or services• Does not encourage the adoption of Dell's new technologies, services, solutions, approaches, or designs within their team |
| 2 | <ul style="list-style-type: none">• Supports high-impact projects related to the development of strategic products, solutions, or services• Within their team, encourages successful adoption of Dell's new technologies, services, solutions, approaches, or designs |
| 3 | <ul style="list-style-type: none">• Provides key contributions to high-impact projects related to the development of strategic products, solutions, or services• Within their organization, encourages the adoption of Dell's new technologies, services, solutions, approaches, or designs• Understands the appropriate approval process and escalation methods to drive progress in change initiatives• Quickly pivots work based on shifts in priorities and roadblocks• Studies current processes to identify opportunities to achieve greater operational efficiency• Articulates business impact and value when describing work or forming recommendations |
| 4 | <ul style="list-style-type: none">• Leads high-impact projects related to the development of strategic products, solutions, or services• Coordinates process improvement efforts to achieve greater operational efficiency• Articulates industry impact and value when describing work or forming recommendations |
| 5 | <ul style="list-style-type: none">• Champions high-impact projects to develop strategic products, solutions, or services<ul style="list-style-type: none">○ <i>Champion definition: advocates for resources, funding and direction at an executive level, negotiates priorities</i>• Leads organizational-wide innovation or transformational initiatives. Paves the path forward in response to market changes, new technologies, and competitor announcements. |

Influencing Others

Skill Definition

Gains support for ideas, proposals, projects, and solutions in ways consistent with the values of the organization by communicating in terms that are simple, vivid, and compelling to resonate with others; plans and delivers verbal and written communications that make an impact and persuade intended audiences; practices relationship building

Applicant Guidelines

- A. List the Dell leaders you regularly consult. Include their job titles and the topics you typically consult them on.
- B. Briefly describe a compelling recommendation you made within the last year. What specific information or appeals did you use to support this recommendation and encourage its approval? What was the result of this recommendation (did you receive approval to move forward)?
 - *Answers may include specific data points, logical reasoning, estimated business value, the leveraging of relationships*

Scoring Guidelines

| | |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | <ul style="list-style-type: none">• Does not demonstrate strong written and verbal communication• Does not clearly articulate recommendation & the actions or decisions needed to achieve it• Does not present compelling arguments driven by logical reasoning• Lacks visibility as a technical leader; Has difficulty maintaining strong relationships with leaders within their organization |
| 2 | <ul style="list-style-type: none">• Demonstrates strong written and verbal communication• Clearly articulates recommendation & the actions or decisions needed to achieve it• Presents compelling arguments driven by logical reasoning• Maintains strong relationships with leaders within their organization <p><u>May consult:</u> Directors, Senior Directors, DEs, PdMs</p> |
| 3 | <ul style="list-style-type: none">• Poses concise asks, with clear next steps• Articulates business value of recommendation• Uses data-driven facts and leverages a variety of argumentative appeals (emotional, logical, ethical) to support recommendations• Begins building relationships with leaders outside their immediate organization <p><u>May consult:</u> VPs, SVPs, SDEs, Fellows, Senior Directors outside their organization</p> |
| 4 | <ul style="list-style-type: none">• Regularly connects with key decision-makers• Regularly connects with relevant teams to gain their trust and support; leverages this for future asks• Explains how recommendation fits or should be added to relevant strategies• Links recommendation to current/emerging industry trends <p><u>May consult:</u> VPs, SVPs, SDEs, Fellows, CTOs</p> |
| 5 | <ul style="list-style-type: none">• Builds compelling vision of future state, articulating the benefits and consequences of not achieving this end state; Gains support to realize this future state from key decision-makers <p><u>May consult:</u> CTOs, Presidents, SVPs</p> |

Customer Focused

Skill Definition

Dedicates oneself to architecting solutions that meet or exceed the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gain their trust and respect; advocates and enables Dell products to address customer needs and generate business revenue.

Applicant Guidelines

- A. If you directly interact with internal or external customers: list the names of the people/groups you meet/interact with and how often you interact with them. Briefly explain the purpose and value of your interactions with these contacts. If you own Dell's relationship with a customer, indicate that.
- *Example purposes of interactions: gather feedback, address questions or concerns, prevent concerns, gather information to make strategic recommendations*

Scoring Guidelines

| | |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | <ul style="list-style-type: none">• Does not meet with (internal or external) customers to gather requirements and feedback• Does not build solutions with customer satisfaction in mind |
| 2 | <ul style="list-style-type: none">• Meets with customers to gather requirements and feedback, as needed• Builds solutions with customer satisfaction in mind |
| 3 | <ul style="list-style-type: none">• Regularly connects with customers to gather feedback to improve current products/solutions• Addresses all customer questions with clear, honest answers• Seeks solutions to customer concerns as they arise |
| 4 | <ul style="list-style-type: none">• Implements changes to current products/solutions or designs new products/solutions to support customer needs• Proactively seeks to prevent customer concerns |
| 5 | <ul style="list-style-type: none">• Leverages a network of customer contacts to make strategy recommendations |

Fostering Teamwork

Skill Definition

Demonstrates interest in collaboration and successfully getting groups to work together to drive impactful results; learns to delegate and embrace working with other people efficiently to work through challenges; Partners with Dell team members, partners, and external affiliates to share knowledge, solve problems, and drive technical transformation; Mentors peers and junior technical talent

Applicant Guidance

- a. List the names of any mentees you supported within the last 2 years, as well as any additional mentorship activities you engaged in.
Example of an additional mentorship activity: TLC peer mentor circles
- b. List any external groups you have recently connected with or have been maintaining an affiliation with.
Examples of external groups: academia, industry organizations, government agencies
 - Include an estimated start date of this relationship and a brief explanation of what this affiliation involves. Explain the business value of your role with this affiliation.
 - If you have served as the primary Dell point of contact for the external group please provide a short description of your activities.
- c. If you facilitate and engage in knowledge sharing and work sharing, please provide a brief description of your efforts.
- d. If you have driven the formation of partnerships to drive innovative work within the last 2 years, briefly describe your efforts and the business value generated.

Scoring Guidance

| | |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | <ul style="list-style-type: none">• Does not participate in collaboration sessions as a stakeholder, openly sharing feedback and resources when possible• Does not develop affiliations with relevant external groups |
| 2 | <ul style="list-style-type: none">• Participates in collaboration sessions as a stakeholder, openly sharing feedback and resources when possible• Develops affiliations with relevant external groups• Mentors junior technical leaders and peers |
| 3 | <ul style="list-style-type: none">• Coordinates collaboration between stakeholders to ensure the sharing of feedback and resources in strategic project work• Grows number of affiliations with relevant external groups |
| 4 | <ul style="list-style-type: none">• Encourages knowledge sharing and visibility of work across technical teams and business units, where focus alignment exists• Adds to the development of team members through sharing of work and knowledge sharing• Maintains strong affiliations with relevant external groups and builds ties in new spaces as they emerge |
| 5 | <ul style="list-style-type: none">• Drives external partner relationships and champions industry support for work in innovative areas• Owns primary technical messaging in the industry ecosystem(s) associated with their domain, providing guidance both internally to Dell teams as well as external groups• Serves as the face of the company in affiliations with relevant external groups• Develops team members via delegation of work and coaching through challenges |