

Chief Technology Officer (CTO)

The executive responsible for enterprise-wide technology vision, engineering and product strategy alignment, organisational capability, technical governance, commercial and financial stewardship of technology, and representing the company's technology posture externally. Demonstrates corporate influence, long-horizon planning, and exemplary engineering leadership.

Candidates should use the **STAR method** (Situation, Task, Action, Result). This assessment is about demonstrated experience, not theoretical understanding.

A - Technology Vision & Strategy

00:10 - UK-SPEC CEng A / SFIA STPL Level 6-7 / ARCH Level 6 / EMRG Level 6

Defining and communicating a technology vision that shapes the organisation's future, aligns with corporate strategy, and directs multi-year investment.

What to look for:

- Has defined a multi-year technical vision across multiple business areas or divisions
 - Demonstrated ability to shape enterprise architecture to support strategic goals
 - Evaluates emerging technology, identifies strategic opportunities, and defines adoption timelines
 - Balances innovation with risk, cost, operational constraints, and long-term scalability
 - Can clearly articulate a technology strategy that the board and executive team can execute against
 - Translates technology trends into business opportunities and competitive advantages
 - Makes strategic technology decisions that position the company for future growth
 - Aligns technology investments with market evolution and customer needs
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B - Organisational Leadership & Governance

00:15 - UK-SPEC CEng B & C / SFIA GOVN Level 6-7 / POMG Level 6-7 / ITMG Level 7 / SLEN Level 6

Building and structuring the technology organisation, establishing governance, ensuring operational excellence, and overseeing mission-critical platforms.

What to look for:

- Led multi-layered technology organisations (Directors, Heads, Principal Engineers, Architects)
 - Built and governed technology operating models, decision frameworks, and lifecycle processes
 - Oversaw portfolio delivery across product, platform, infrastructure, data and security functions
 - Introduced governance structures ensuring service reliability, compliance, and operational readiness
 - Demonstrated leadership during crises, incidents, large-scale outages, or organisational transformations
 - Established decision-making frameworks that scale across the organisation
 - Balanced governance rigor with organisational agility and speed of execution
 - Created accountability structures that empower teams while ensuring oversight
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C - Commercial & Financial Stewardship

00:20 - UK-SPEC CEng C / SFIA FMIT Level 6 / SINT Level 6 / ITMG Level 7

Technology economics, vendor strategy, investment portfolio, and alignment between technology and business outcomes.

What to look for:

- Managed multi-million-pound technology budgets and long-term investment plans
- Built investment cases for platform changes, re-architecture, or major engineering initiatives
- Governed or negotiated strategic vendor contracts, cloud agreements, and enterprise licences
- Demonstrated cost optimisation, ROI awareness, and strong technology-business alignment

- Ensured technology strategy supports commercial goals (scalability, reliability, margins, revenue enablement)
- Made strategic build vs. buy vs. partner decisions with clear financial rationale
- Optimised total cost of ownership across technology estate
- Articulates technology value in business and financial terms to board and investors

D - Executive Communication & External Representation

00:25 - UK-SPEC CEng D / SFIA RLMT Level 6-7 / MKTG Level 6

Influencing at the highest levels inside and outside the company, including board-level communication, cross-executive alignment, and representing technology to external stakeholders.

What to look for:

- Communicates complex technical strategy clearly to board, investors, and executive peers
- Aligns technology, product, commercial, and operational strategies across the organisation
- Represents the company in external forums (industry events, standards bodies, analysts, customers)
- Manages high-stakes disagreements constructively at executive or board level
- Builds and maintains strategic external relationships (partners, cloud providers, regulators)
- Shapes company reputation as a technology leader in the market
- Influences industry direction through thought leadership and strategic partnerships
- Translates technology capabilities into competitive positioning and market differentiation

E - Professional Standards & Capability

00:30 - UK-SPEC CEng E / SFIA PEMT Level 6 / PDSV Level 6 / SCTY Level 6

Ethics, leadership integrity, talent strategy, and ensuring that security and compliance are embedded at every level of the organisation.

What to look for:

- Set and reinforced organisation-wide engineering culture, ethics, and professional standards
- Created leadership development pathways, succession planning, and capability frameworks
- Ensured robust security strategy (e.g., SOC2/ISO27001 posture, secure development lifecycle, risk management)
- Acted as a role model for professional integrity and engineering accountability
- Led organisational responses to audits, compliance requirements, and security incidents
- Built diverse and inclusive technology organisation with intentional talent strategies
- Established continuous learning and professional development culture
- Embedded security, privacy, and ethical considerations into technology decision-making

Scoring Matrix

Thresholds: 20+ is a pass

Competency	1	2	3	4	5
A - Technology Vision & Strategy					
B - Organisational Leadership & Governance					
C - Commercial & Financial Stewardship					
D - Executive Communication & External Representation					
E - Professional Standards & Capability					