

# SKILLS FRAMEWORK FOR INFOCOMM TECHNOLOGY TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT

TSC Category	Business and Project Management					
TSC Title	Business Agility					
TSC Description	Organise the business, work activities and people in ways that enable the organisation to readily adapt to changes in its internal or external environment, whilst achieving desired outcomes and delivering value to customers					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				ICT-BIN-4038-1.1	ICT-BIN-5038-1.1	ICT-BIN-6038-1.1
				Lead the implementation of operational initiatives to enhance business agility	Adapt overall processes and create a working environment of business agility	Establish policies that enable adaptability and foster a culture of business agility in the organisation
Knowledge				<ul style="list-style-type: none"> <li>Methods to analyse current and future business operating landscapes</li> <li>Methods to analyse current and future customer needs and preferences</li> <li>Organisational policies, processes and standards</li> <li>Types of change management methodologies, tools and practices</li> <li>Types of team composition and formation models</li> <li>Values and principles of Agile methodologies</li> <li>Types of Agile methodologies and practices</li> </ul>	<ul style="list-style-type: none"> <li>Design thinking methodologies and models</li> <li>Organisational structures, frameworks, operating models, processes and standards</li> <li>Types of methodologies, and tools to measure performance, culture and engagement</li> <li>Organisation culture development methodologies, tools and practices</li> <li>Types of innovation management methodologies, tools and practices</li> <li>Value stream mapping frameworks and techniques</li> <li>Types of Agile performance metrics and measurement tools</li> </ul>	<ul style="list-style-type: none"> <li>Customer journey models and tools</li> <li>Objectives and Key Results (OKR) frameworks</li> <li>Organisational vision and customer strategy</li> <li>Organisational values, mission and vision</li> <li>Organisational long-term strategies and objectives</li> <li>Organisational workforce capability requirements</li> <li>Industry best practices in terms of workplace culture, Agile and innovation development</li> <li>Strategic partnership planning and management frameworks and practices</li> </ul>

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Abilities				<ul style="list-style-type: none"><li>• Share information actively within and across teams to bridge operational barriers</li><li>• Organise work in alignment with operational priorities</li><li>• Implement Agile or lean practices to reduce waste and defects in operating procedures and practices</li><li>• Measure progress against targets for defined business outcomes on a regular basis</li><li>• Experiment with new ideas, products or services</li><li>• Assess work performance and quality to ensure continuous improvement</li><li>• Manage individual work responsibilities and take ownership of individual and team outcomes</li></ul>	<ul style="list-style-type: none"><li>• Empower localised decision-making in teams to achieve operational priorities</li><li>• Design operational structures and processes that enable transparency and information sharing to enhance decision-making</li><li>• Monitor operational effectiveness in alignment with the organisation's vision and strategic outcomes</li><li>• Lead the adoption of Agile or lean frameworks, methodologies and tools that maximise value creation for customers</li><li>• Adjust operational plans in a timely manner based on progress against targets for defined business outcomes</li><li>• Oversee the formation of dynamic, cross-functional teams that are organised to meet business outcomes</li><li>• Guide the experimentation and development of new ideas, products or services to encourage learning across teams</li><li>• Develop measures to improve the efficiency and effectiveness of work performance and quality</li><li>• Manage business outcomes and decision making in collaboration with teams across the organisation</li></ul>	<ul style="list-style-type: none"><li>• Cascade organisational objectives into business outcomes and goals for teams</li><li>• Drive transparency and information sharing across levels and teams</li><li>• Establish the organisation's vision and strategic outcomes in anticipation of changes in the internal or external environment</li><li>• Design organisational policies and processes which focus on customer value creation</li><li>• Devise funding models for products and services based on business and customer outcomes achieved</li><li>• Adapt organisation structures in tandem with customer and market demands</li><li>• Create a safe environment for learning and experimentation with new ideas, products or services</li><li>• Foster organisational culture of learning and excellence</li><li>• Engender buy-in and commitment to the organisation's strategy</li></ul>
Range of Application						