



DOCUMENTATION LEVEL:
2 | CAPABILITIES
*What are our core
practices*

2nd Edition

PEOPLE AND CULTURE

Book of Roles

CorpOps



**Critical
Techworks**

CTW-2024-DOC-00038

JIM Land



Book of Roles Architecture

This document is part of the main body of the Book of Roles (CTW-2024-DOC-00036) and describes the roles associated with the CorpOps department.

For complete details on how the career model works, refer to the Book of Roles' main body, which describes the career model framework, including the proficiency level and career evolution principles.

The book of roles is designed as a set of documents that together define the entire Critical TechWorks career model (see Figure 1). The "Main Body" introduces the roles concept, proficiencies, and career model that apply to all roles. Then, there is a separate document describing the roles associated with each company department: DevOps, TechOps, CorpOps, and ManOps.

This document details the role associated with the CorpOps department. For information on how the company is structured and the description of each department and each area, please read the Book Of Organisation (CTW-2020-PCS-00046).

Book of Roles Main Body			
General Introduction Proficiency levels, Impact levels Career Model			
Stakeholders ManOps Roles	CorpOps Roles	DevOps Roles	TechOps Roles
Stakeholder Roles	Cyber Security Hero	Rockstar Developer	Cluster Head
Overlord Deity	Compliance Guardian	Data Mastermind	Chief Technical Titan
IT Deity / Critical Deity / Electronics Deity	Quality Guardian	IT Paladin	Head of Interactions
Mysterious Stakeholders	X-Gandalf *	Design Guru	Master of Making Things Happen
Sponsorix	Purpose Alchemist	Scrum Knight	
ManOps Roles	Director of Happiness	Product Visionary	
Chief of Purpose	Marketing Genie	Star Protégé	
Lord of the Ledgers	Design Fairy		
Launch Control Director	Liege of Counters		
	Stronghold Blacksmith		
	Director of First Impressions		
	Master Chef		
	Stronghold Sentinel		

*The X-Gandalf role is a generic organisational role that can assume different areas of influence. The "X" will assume a different name according to specific areas of influence. As an example, the X-Gandalf can assume the following roles: Agile Gandalf, IT Gandalf, Security Gandalf, Business Gandalf and AppMeister Gandalf.

Figure 1 Book of Roles Architecture



THE CORPOPS DEPARTMENT ROLES ARE
ORGANISED INTO FOUR AREAS: PURPOSE,
GUARDIANS, LEDGERS, AND VANGUARDS. THE
FOLLOWING SECTIONS DETAIL EACH ROLE IN
THESE AREAS.

PLEASE READ THE BOOK OF ORGANISATION
(CTW-2020-PCS-00046) FOR INFORMATION ON
THE AREAS.

·Role· Cyber Security Hero

Anticipate · Protective · Resilient



The Cyber Security Hero (CSH) is dedicated to fighting the evil of the cyber un(secure)iverse by protecting JIMLand and battling digital villains. They display various superhuman abilities, such as an incredible ability to administer and implement cyber security systems, protections, and capabilities. On their planet, they are advised to use their gifts to fight crime as a vigilante. The Cyber Security Hero's mission among us is to protect people, processes, and technology. These superpowers are also to be used in anticipating, influencing and adopting technology in order to drive change within and around the organisation, aiming at its protection. We may not know the extent of their presence and abilities, but we feel their influence.

Capabilities

- Capable of articulating, persuading and communicating security-related concepts to a broad range of technical and non-technical staff.
- Experienced in business continuity planning, audit and risk management.
- Must have a solid understanding of information technology and information security.
- Knowledgeable of information security standards and frameworks.
- Knowledgeable in the area's cutting-edge architectures, approaches and technologies.
- Excellent problem-solving, analytical, and decision-making skills.
- Pragmatic with a good sense of urgency versus long-term results.
- Possess the ability to turn ideas into realities.
- Strong work ethic: willingness to work hard to get the job done.
- Excellent communication, presentation and writing skills.

Product Impact (up to Apply): My Area / The Vanguard team

At this impact level, it is expected that the person is an excellent contributor, executing the tasks in the area of responsibility and has a good level of collaboration with the remaining areas of the Vanguard Team. The CSH must also be aware of the impact created by security solutions (adopted and planned) at the company level.

The scope of activities is concentrated on achieving short/medium-term results according to the plans provided by the organisation and offering an excellent user experience. This person is a champion and sponsor of the company values and principles. The CSH at this impact level knows how to use the company, Vanguard, and specific security provider assets to ensure a correct understanding of how to implement security solutions that have a minor impact on daily operations.

- Promote interactions and sharing between people within the organisation.
- Align with relevant roles and stakeholders the organisational aspects related to security.
- Respect the organisation processes in JIMOS.
- Promote interface between different areas of the Vanguard team.
- Actively promote connection and share ideas between team areas to develop integrated solutions.
- Assist in the definition of the area strategy and vision.
- Contribute to the security processes within the Vanguard context.
- Ensure close collaboration with the other team members.
- Act with a sense of service mindset.
- Disseminate culture: values and principles throughout the area.
- Execute tasks and responsibilities required within the security area.
- Support the area by actively identifying and implementing continuous improvement.

Domain Impact (up to Advise): The Contribution of My Area of Influence to the Organisation

The domain of a CSH is to drive and sustain the maturity of the security landscape at CTW beyond the short/medium-term goals required in the previous impact level. At this level, the tasks gain a strategy and long-term view whilst complying with the short/medium-term needs, meaning that the CSH must be knowledgeable and understand the context with enough detail that allows for the definition of security architectures and integration of new solutions into the CTW ecosystem, ensuring this is done by considering the resilience and scalability necessary to company levels by going above and beyond best practices and providing an excellent user experience. As a result of these capabilities, the CSH must be able to anticipate and improve what is in place and prioritise according not only to business needs but also to the overall security maturity rating while reducing risk. Lastly, the CSH will shape the Domain as a driver for the organisation, operating in an integrated way with the remaining company areas.

- Influence the JIMOS and actively participate in its definition and dissemination.
- Contribute to the organisation's culture at all levels.
- Get recognition from peers and members of other areas.
- Support and enable other areas, roles, or relevant stakeholders to implement relevant organisation security requirements.
- Create an environment that fosters continuous improvement, efficiency, and maturity in the organisation.
- Shape the CSH role.
- Evaluate new security controls and opportunities for improvement.
- Define, promote, disseminate, and coordinate IT and security strategy and vision aligned with the business needs.
- Enhance and improve the overall corporate security posture.
- Support the IT Desk team in implementing continuous improvement, efficiency, and maturity.
- Support the IT Desk team's technical growth and development.
- Define an operational risk management strategy.
- Define and oversee the incident response management process.
- Coordinate and oversee external independent security audits.
- Responsible for the overall security operations.
- Engagement with BMW security stakeholders.
- Influence JIMOS and actively participate in its definition.
- Contribute to developing the organisation's culture.
- Leverage security policies adoption by units and the organisation.
- Be a reference Cyber Security Hero and inspire others.
- Enable CTW vision and mission.
- Protect organisation culture, values, and mindset.
- Influence industry and external communities in a way that promotes CTW security excellence.
- Shapes company security excellence to unprecedented levels.
- Influence BMW security policies to facilitate CTW operations.
- Inspire BMW to always search for better ways of doing things.
- Inspire Critical TechWorks to do significantly better.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Shape the company Area of Influence to unprecedented levels.
- Is a role model of company values, principles, mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Incentives all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

·Role· Compliance Guardian

Ethical · Efficient · Tactic



The Compliance Guardian (CGD) possesses magic powers to ensure the company adheres to legal standards, shareholders compliance guidelines and in-house policies without damaging company agility. Therefore, to fulfil this role, this professional is fearless in speaking and standing by the best practices and decisions. Their main strength is to be well-versed in legal guidelines, corporate governance best practices, and risk management to guarantee that the company follows high ethical standards. The Compliance Guardian is responsible for formulating effective and efficient standards and executing procedures to detect, prevent, and correct noncompliance with applicable laws and regulations. They are also responsible for developing standards to outline ethical, and safe procedures. The CGD role goes beyond the legal stuff and proposes ways to optimise the organisation in a helpful way for the business, the DevOps teams and the stakeholders. Given their exceptional overseeing and tactical skills, CGD's are trained in many forms of compliance, auditing processes, practices, documents and

anti-money laundering. As part of a super-advanced tribe of techangels, the Compliance Guardians are part of the guardian's community who protect our JIMLand.

Capabilities

- Strong knowledge of regulatory and legal policies related to legal and compliance matters.
- Experience in internal and formal compliance audits.
- Analytical and investigation skills.
- Able to multi-task, prioritise, and maintain flexibility in a fast-paced environment.
- Strong writing and verbal communication skills for reporting purposes, performing liaison duties, and relating to individuals in the workplace.
- An enabler who simplifies policies rather than complicates them.
- Able to continuously improve existing controls.
- Able to create internal regulations that are smart, simple, and relevant within the context of an agile organisation.
- Proactive by acting without being told what to do and by bringing new ideas to the company.
- Possess the ability to turn ideas into compliance policies and procedures.
- Strong work ethic: willingness to work hard to get the job done.
- Pragmatic: able to produce significant outcomes with minimal wasted effort.
- Exhibits passion and excitement about work.

Product Impact (up to Apply): My Area / The Guardians Team

At this level, the person is expected to be an excellent contributor, executing the tasks in their area of responsibility, having a good level of awareness of what is being done, and an organic collaboration in the remaining areas of the Guardians Team. The person understands the necessity of interconnecting and cooperating with other areas of the Guardians Team in order to expand the impact of the solutions being provided. That's why the end goal of the Compliance Guardian's Product impact is the Guardians team, which includes the Compliance area team as the initial steps. The scope of activities is concentrated on achieving short/medium-term results according to the plans provided by the company. The person champions and sponsors the company's values and principles. A CGD in this impact knows how to use the company and Guardians team assets to define and implement Compliance best practices in a way that supports the company rather than an obstacle to its regular activities and strategy.

- Act in Legal and Compliance matters.

- Proactively develop, update, and implement policies and procedures to ensure compliance with laws and regulations.
- Create, manage, and execute a backlog of its own activities aligned with those of other team members, avoiding redundancies and duplicate work.
- Supervise day-to-day compliance activities.
- Protect the organisation from internal and external compliance bureaucracy that does not add value to our operational and agile mindset.
- Provide training and education to employees on compliance policies and procedures.
- Regularly monitor and audit organisational activities to ensure compliance.
- Conduct investigations into reports of potential non-compliance, ethics violations, or other related compliance issues.
- Ensure compliance with data protection and privacy regulations, including managing data breaches and privacy-related incidents.
- Support the different areas in the organisation in topics related to legal and compliance matters.
- Create initiatives and activities that promote the principles and values of the company.
- Active contributor and promoter of the Guardians team integration, collaboration and engagement.
- Able to contribute to the Guardians team strategy and vision.
- Act with a sense of service focused on active participation without taking responsibility and authority for everything.
- Enable other team members to have autonomy to deal with their own matters.
- Has Knowledge of the organisation's principles, policies and processes published in JIMOS.

Domain Impact (up to Advise): The Compliance Officer

The domain of a Compliance Guardian is to drive and sustain organisational growth and maturity, helping the organisation navigate complex regulatory landscapes, avoid legal issues, and maintain ethical standards. At this level, all the tasks gain a strategy and long-term view while complying with the short/medium-term needs. The CGD supports the company's growth and maturity, anticipates what's required to achieve long-term needs, follows the plans provided by the organisation, and enables other people to achieve these goals. The CGD tasks are wrapped into products rather than individual tasks. They implement new solutions to introduce measures aligned with the company's people, mindset, values, and principles. They keep the internal compliance processes and practices above market best practices and define what's required to provide a bulletproof compliance experience. The CGD monitors the products' results to anticipate and improve what is not working and prioritise what should be improved. The CGD is aware of the organisation's strategic goals and implements the area's and Guardians' Team goals aligned with them. The CGD supports and enables other roles whenever needed, specifically Counters, Interactions and other people participating in the compliance process.

- Coordinate the corporate compliance and legal activities.
- Ensure compliance, ethics, risk management, and internal audit programs are designed to optimise their effectiveness in preventing or detecting noncompliance, unethical behaviour, and/or criminal conduct.
- Work with the different CorpOps areas, Units, and roles to guarantee compliance with external, internal, and shareholder norms.
- Promote a culture of integrity and ethical decision-making.
- Implement and manage the whistleblower program.
- Govern the responsibility to report misconduct, noncompliance and protection from retaliation.
- Develop and oversee control mechanisms to prevent or deal with legal guidelines and internal policy violations.
- Represent the organisation and inform internal and external regulatory entities as appropriate, acting as a shield to avoid unnecessary risks.
- Define, collect, and disseminate the corporate compliance KPIs to the relevant parties (BoD, Units, etc.).
- Prepare and submit regular reports on the organisation's compliance status to BoD, Shareholders and relevant regulatory bodies.
- Be a "go-to person" and get recognition from people from different roles and areas of the organisation.
- Promote interactions and sharing between Units within the organisation.
- Be one step ahead in terms of the trends and research to implement solutions that promote corporate compliance and efficiency.
- Shape the Compliance Guardian's role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Shape the company's Legal and Compliance area to unprecedented levels.
- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions that are jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Encourages all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the Guardians community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum expected in

each impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Tracking & Transposition of Regulation	Identification of regulation relevant to CTW's context and adequate transposition of that regulation to internal policies.
Tracking & Transposition of Regulation	Tracking relevant legislative evolutions (e.g., regularly monitoring the Diário da República).
Dissemination & Operation	Dissemination of CTW's compliance policies and their rationale - mobilise CTW's internal community to the relevance of compliance within the company and the wider society.
Dissemination & Operation	Operate the CTW's compliance policies , such as the Speak Freely program.
Assurance of Compliance	Assurance of the application of CTW's compliance policies. This entails the actions done directly by the compliance guardian and the assurance that other roles also do their due diligence.
Assurance of Compliance	Assurance of the legal validity of contracts (internal and external). This assurance can be provided via third parties if the Compliance Guardian doesn't have the qualifications to do so.
Assurance of Compliance	Assurance of the CSW's risk management process – i.e., assurance that all intervening parts report, track, and control risks in their area of responsibility as determined by the process.
Assurance of Compliance	Assurance of personal data protection regulation.
Articulation of Legal Support	Articulate CTW's legal support and representation (internal and external). Support can be provided directly, should the compliance guardian qualify for law, or via a third party.
Participation in Audits	Participation in audits, as deemed relevant for corporate compliance.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Tracking & Transposition of Regulation	Anticipate the potential impact of upcoming regulatory frameworks on CTW's business and operations.
Best Practices & Harmonisation	Align CTW's compliance best practices with those of BMW Group, attending to the commonalities and differences between the organisations and their specific success factors.
Best Practices & Harmonisation	Compliance best practices are tracked across the automotive market and the wider enterprise world.
Risk Management	Enablement of the different areas of the organisation for risk management.
Risk Management	Assurance of risk mitigation/exposure
Governance Evolution	Be up to date with data governance regulations and ensure their application inside the products.

Proficiency Impact Levels

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference	Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.
Be an Open-minded Leader	Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape. Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level). Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.
Be a Culture Disseminator	Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor. Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to remove potential organisational silos. Contribute to developing and establishing the CTW's social impact. Be a promotor of Diversity, Equity and Inclusion practices.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Influence Organisational Change	Be a driver of organisational sustainability, evolutions and changes inside CTW and BMW (business, technological, social and organisational) with a continuous improvement mindset. Maintain a comprehensive and adaptable understanding of the organisation, knowing all dimensions of the future strategy (including what to do and not to do), and have peer recognition to serve as their advocate, ensuring decisions account for diverse interests. Able to promote the integration of different domains and take the best from the market to potentiate those domains. Be able to contribute and support the strategy actively. Contribute to the CTW vision and be a role model supporting its implementation. Contribute to make CTW resilient and create growth-oriented solutions. Shape BMW in the relevant areas of action and take all opportunities to influence BMW to make the right decisions.
Be an Industry Influencer	Be an active reference in influencing BMW, the industry (mobility sector, embedded systems, etc.), academia and external communities in a way that brings value, improves CTW visibility and creates opportunities to improve internally. Be one step ahead of the industry (trends and standards) and carry that knowledge inside. Contribute to industry changes (practices, methods, processes, technology). Be able to represent the organisation in several forums autonomously
Curiosity and Courage	Contributes to innovation at different levels, not focused on what already know but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not be afraid to change when things are not on the right path. Able to decide even when not everyone is in favour. Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

·Role· Quality Guardian

Streamline · Agilist · Excellence



The Quality Guardian (QGD) possesses magic powers of their own to ensure formal and external quality requirements are fulfilled without damaging the JIMLand agility. Their main strength is understanding and finding value in the legal certification requirements and embedding them into an agile mindset and practices. Agility and common sense are very much a part of everything they do. The Quality Guardian also develops, maintains, and optimises the company's quality system in a way that is helpful for the DevOps teams. Given their exceptional overseeing and tactical skills, the QGD is trained in many forms of auditing quality deliverables and excels at thinking quickly on their feet. Guardians have a natural talent for managing quality and services and use all their skills to keep things running smoothly. As part of a super advanced tribe of tech angels, the Quality Guardian will define new quality processes inside our JIMLand.

Capabilities

- Broad knowledge of software development methods and practices.
- Strong experience in agile methods and practices.
- Experience with internal and formal quality audits.
- Excellent problem-solving, analytical, and decision-making skills.
- Proactive by acting without being told what to do and bringing new ideas to the company.
- Possess the ability to turn ideas into realities.
- Strong work ethic: willingness to work hard to get the job done.
- A willingness and focus on delivering solutions to improve processes instead of providing answers for recurring problems.
- Pragmatic: able to produce significant outcomes with minimal wasted effort.
- Able to plan, organise, and budget efficiently and productively by focusing on the organisation's key priorities.
- Attention to detail without letting important details slip or affect company performance.
- Exhibits passion and excitement about work.

Product Impact (up to Apply): My Area / The Guardians Team

The goal to support the organisation's growth is only possible based on a multidisciplinary, collaborative, well-integrated and functional Quality Guardians team. At this level, the person is expected to be an excellent contributor, executing the tasks in their area of responsibility and having a good level of awareness of what is being done, and an organic collaboration in the remaining areas of the Guardians Team. The person understands the necessity of interconnecting and cooperating with other areas of the Guardians Team to expand the impact of the solutions being provided. That is why the end goal of the Quality Guardian's Product impact is the Guardians team. The scope of activities is concentrated on achieving short/medium-term results, according to the plans provided by the organisation, and offering an excellent experience. The person is a champion and sponsor of the company values and principles. A QGD in this impact knows how to use the company and Guardians team assets to ensure an agile approach to certifications and our JIMOS.

- Act in one or more areas of the Quality team:

Audits, Processes, Reporting, and Agility.

- Create, manage, and execute a backlog of its own activities aligned with other team members, avoiding redundancies and duplicate work.
- Contribute to the company Quality Management System (JIMOS).
- Able to integrate contributions from different areas inside the Guardians team to create a combined solution that solves organisational problems.
- Active contributor and promoter of the Guardians team integration, collaboration and engagement.
- Able to contribute to the Guardians team strategy and vision.
- Act with a sense of service focused on active participation without taking responsibility and authority for everything.
- Enable other team members to have autonomy to deal with their own matters.

Domain Impact (up to Advise): The Quality Excellence

The domain of a Quality Guardian is to drive and sustain organisational growth beyond the short and medium term recruiting required for Product impact. At this level, all the tasks gain a strategy and long-term view while complying with the short/medium-term needs. The QGD supports the company's growth on its path to quality excellence, anticipating what is required to achieve long-term needs, following the plans provided by the organisation, and enabling other people towards these goals. The QGD tasks are wrapped into products rather than individual tasks. They constantly evaluate how to best adapt regulations and standards to our JIMOS without impacting its purpose and lean nature. They keep the process approach above best practices and define what is required to provide an exceptional quality management system. The QGD monitors the products' results to anticipate and improve what is not working properly and prioritises what should be improved. The QGD is aware of the organisation's strategic goals and implements the area's and Guardian's team's goals aligned with them. The QGD supports and enables other roles whenever needed, specifically the Trends and Futuring and DevOps teams.

- Develop the JIMOS and ensure its operations, maintenance, improvement, and optimisation in a way that maximises quality and reduces waste.
- Design and implement processes, procedures, and practices to fulfil internal and external quality requirements without damaging the company's agility.
- Work with Trends and Futuring to define quality practices and procedures towards engineering excellence.
- Work with the Chief Technical Titans on every aspect related to quality within the Unit, including resolving issues identified in the quality audits.
- Influence and assist DevOps teams and other company areas in aligning with and achieving corporate quality objectives.
- Create initiatives and activities that promote the Delivery and Operations principles of the company.
- Develop quality learning methods to support the quality knowledge-building of individuals and teams.
- Lead corporate certification activities and relations with certification bodies.
- Ensure formal and external quality requirements are fulfilled without damaging the company's agility.
- Work with the DevOps teams to extract value from the formal quality requirements.
- Define, collect, and disseminate to the relevant parties (BoD, Units, etc.) the corporate quality KPIs that measure the impact of existing procedures and activities.
- Contribute to developing and protecting the organisation's culture, values, and mindset.
- Promote the development and usage of tools that support engineering excellence.
- Contribute to keeping the company one step ahead regarding software engineering quality, best practices, and efficiency.
- Be a "go-to person" for other people within the Quality area.
- Get recognition from people from different roles and areas of the organisation.
- Shape the Quality Guardian role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Shape the company's Guardians and Quality area to unprecedented levels.
- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Encourages all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the Guardians community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum expected in

each impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Assure conformity of practices and processes.	Define audit yearly roadmap for all impacted areas. Define criteria to select teams and perform quick internal audits. Support external audits. Manage audit output actions with all involved areas. Provide transparency of results and actions to JIM Circle and CTW. Guarantee certifications maintenance.
Manage and improve processes.	Define an efficient documental management system. Maintain JIMOS. Continuously monitor quality and derive improvement contributions to JIMOS.
Apply quality excellence	Contribute to the applicability of quality and risk management principles in the organisation. Teams are mentored to look for a high level of excellence, along with Chief Technical Titans guidance.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Cultivate Proactivity in Quality Excellence	Promote area visibility and relevance across the organisation, spreading a mindset of proactivity towards quality excellence.
Establish repetitive and resilient processes.	Create and implement repetitive, stable, and resilient processes that consistently support maintaining high-quality standards within the organisation.
Continuous improvement strategies	Continuously identify new opportunities in organisational quality excellence that align with all relevant areas and define strategies to maintain and improve said excellence (tools, practices, working model, among others).
Trend analysis	Identify new trends applicable to our main industries (IT and Auto) and to our support areas and proactively evaluate them.
Long-term quality roadmap	Plan for sustained quality improvement initiatives aligned with organisational needs and goals and ensure adaptability to changing industry trends.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference

Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.

Be an Open-minded Leader

Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape.

Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level).

Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.

Be a Culture Disseminator

Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor.

Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to remove potential organisational silos. Contribute to developing and establishing the CTW's social impact. Be a promotor of Diversity, Equity and Inclusion practices.

•Role• IT Inspector

Service · Timeliness · Resourceful



The IT Inspector (ITI) ensures that all IT-related issues during daily operations are adequately inspected. The Inspector's vast arsenal of high-tech gadgets makes him a powerful ally against Murphy's law! When you have a problem, don't panic! Call the Inspectors and let them fulfil their mission: to ensure the uninterrupted operation of our IT infrastructure. Alongside these resourceful traits, the ITI shall be able to anticipate and influence technology roadmaps and adoption to drive change within the organisation.

Capabilities

- Knowledge of operating systems and productivity/collaboration technologies.
- Knowledge of infrastructure architectures, paradigms and technologies.
- Experience in hardware troubleshooting.
- Experience with incident management response procedures.
- Excellent problem-solving, analytical, and decision-making skills.
- Proactive by acting without being told what to do and bringing new ideas to the company.
- Ability to prioritise and meet Service Level Agreements.
- Possess the ability to turn ideas into realities.
- Strong work ethic: willingness to work hard to get the job done.
- A willingness and focus on delivering solutions to improve processes instead of providing answers for recurring problems.
- Pragmatic: able to produce significant outcomes with minimal wasted effort.
- Able to plan, organise, and budget efficiently and productively by focusing on the organisation's key priorities.
- Exhibits passion and excitement about work.
- Has a strong sense of customer service.

Product Impact (up to Apply): My Area / The Vanguard's Team

The goal to support the organisation's growth is only possible based on a multidisciplinary, collaborative, well-integrated and functional IT Desk team. At this level, the person is expected to be an excellent contributor, executing the tasks in their area of responsibility and having a good level of awareness of what is being done, and an organic collaboration in the remaining areas of the Vanguard's Team. The person understands the necessity of interconnecting and cooperating with other areas of the Vanguard's Team to expand the impact of the solutions being provided. The ITI has a good level of awareness regarding how the employees use, and what they expect from, the corporate IT infrastructure to expand the impact of the solutions being provided. The scope of the activities at this level is concentrated on achieving short/medium-term results according to the yearly IT plan. The person is a champion and sponsor of the company values and principles. An ITI at this impact level knows how to use the assets at their disposal to provide the most seamless IT service experience.

- Act in one or more areas of the IT Desk: hardware,

Incident Management, Networking, O365 (licensing, collaboration), Azure (EntraID, cloud rooms).

- Create, manage, and execute a backlog of its own activities aligned with other team members, avoiding redundancies and duplicate work. Be able to react to (non-)planned events.
- Adopt an enabler posture, one that seeks to aid, contribute, resolve and avoid the mindset of "just doing my part".
- Ensure timely and efficient ticket response.
- Ensure effective and efficient response in Incident Management.
- Ensure provided technical support is first-class.
- Supervise day-to-day operations, services, and suppliers.
- Able to integrate contributions from different areas inside the IT Desk to create a combined solution that solves organisational problems.
- Active contributor and promoter of the IT Desk integration, collaboration and engagement.
- Contribute to the overall IT Management processes within the IT Desk context.
- Incorporate the role at the onboarding sessions and be the face of the ITDesk service.
- Support the area by actively identifying and implementing continuous improvement, efficiency, and maturity throughout the area and systems.
- Enable other team members to have autonomy to deal with their own matters.
- Knowledge of the organisation's principles, policies and processes published in JIMOS.
- Support the corporate security strategy defined by the Cyber Security Hero.
- Able to contribute to the Vanguard's team strategy and vision.

Domain Impact (up to Advise): The IT Sustainability and Efficiency

The domain of an ITI is to drive and sustain infrastructure growth beyond the short/medium-term goals required for the Product impact. At this level, all the tasks gain a strategic and long-term view whilst complying with the short/medium-term needs. The ITI supports the company's growth, anticipates what's required to achieve long-term needs, follows the plans provided by the organisation, and enables other people to achieve these goals. The ITI tasks are wrapped into products rather than individual tasks. Implement new solutions to ensure not only the necessary resilience of a business-class infrastructure but also to go above and beyond market best practices and define what is required to provide exceptional customer service. The ITI monitors the products' results to anticipate and improve what is not working and prioritise what should be improved. The ITI is aware of the organisation's strategic goals and implements the IT Desk Team goals that are aligned with them.

- Manage organisation IT resources (hardware, software, services, etc.).
- Manage and coordinate external partners to support corporate IT activities.
- Define, promote, disseminate, and coordinate IT strategy and vision aligned with the long-term business needs.
- Support the operational risk management strategy.
- Implement and ensure adequate incident response management process.
- Coordinate internal and external IT-related audits.
- Be responsible for the IT operations (escalation on duty).
- Has engagement with BMW IT stakeholders.
- Influence the JIMOS and actively participate in its definition.
- Prepare the corporate IT infrastructure required by Units and the organisation.
- Define, collect and disseminate to the relevant parties (BoD, Units, etc.) the IT Desk and other area KPIs that measure the impact of existing procedures and activities.
- Promote the development and usage of tools that support the IT and Security management process.
- Contribute to keeping the company one step ahead regarding IT and Security best practices and efficiency.
- Contribute to the corporate security strategy defined by the Cyber Security Hero.
- Get recognition from people from different roles and areas of the organisation.
- Be a reference IT Inspector and inspire others.
- Shape the IT Inspector role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Shape the company's Vanguards and IT Desk area to unprecedented levels.
- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Encourages all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the Vanguards community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum expected in

each impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level

IT Support	Provide a best of breed support experience to CTW users in the several areas of responsibility. Guarantee appropriate availability, knowledge, and interactions to provide answers and solutions to requests. Be on top of the tools used to provide and improve support. Contribute to the ever-increasing support knowledge base to minimise support needs.
HW/SW Management	Manage the entire lifecycle of hardware and software as the responsibility of CTW's IT department. Provisioning the hardware and software in accordance with needs and requirements, ensuring CTW workers can always perform their roles. Understand from the feedback and support requests from users if there is a need to change hardware and/or software policies. Ensure rational hardware usage and maintenance obligations both with internal users and hardware providers.
Security Operations	Ensure the operation and management of the access control system. Ensure the operation and management of the intrusion detection system. Ensure the articulation with SOC to provide timely and proper responses to security incidents.
SLA Performance	Measure and monitor SLAs. Understand SLAs performance and act to ensure SLA fulfilment. Provide visibility and transparency about SLA performance metrics and use the data to inspect and adapt. Identify actions to address SLAs performance issues to keep the SLAs.
Communication	Communicate clearly and efficiently. Provide clear and valuable information regarding IT matters to relevant users and stakeholders in a timely manner and through proper channels. Use communication to anticipate issues with IT services or needs to keep everyone up to date and prepared for eventualities that are relevant for CTW users.
Best Practices and Policies	Build a knowledge base regarding IT best practices and policies targeted at CTW users. Work on creating awareness of this knowledge base and improving it through feedback and user needs. Create sessions to disseminate best practices and policies whenever deemed necessary.
Continuous Improvements	Perform day-to-day activities with a continuous improvement mindset. Find solutions to avoid repetitive work either by adopting tools or creating automation that frees capacity and lowers the effort of tasks. Use data, feedback, or any other relevant inputs to feedback on the IT processes to improve efficiency and anticipate needs.
IT Suppliers Management	Connect with IT suppliers to ensure all the necessary interactions that are required for the IT to function properly. Ensure rights and obligations from CTW IT and IT Suppliers and foster a relation that eases and smoothens the daily activities.

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level

Budget Execution	Know the existing budget and use it accordingly. Provide feedback and inputs for its definition. Make rational use of the budget and always look for optimisations that could save the budget or create opportunities for unforeseen needs.
IT Risks Management	Be aware of the identified IT risks and monitor them accordingly. Act according to the defined risk mitigation plans to contribute to risk mitigation. If new IT risks are identified, raise them accordingly in the Vanguards Circle.
BMW IT Integration	Work with BMW IT to ensure proper IT services integration, which is key to CTW's daily activities. Understand BMW IT needs and context and build proper communication channels to establish a fast and smooth collaboration.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

IT Strategy	Understand future needs, standards, policies and market trends and develop an IT strategy that pushes CTW forward. Improve CTW users' experience by developing an improved service offering and an up-to-date toolset. Improve day-to-day activities through innovation and efficiency, making IT as indispensable as possible.
Self-Servicing Services	Reshape IT services to enable self-servicing so that IT can focus on high-value tasks and users can become more independent. Identify tools and approaches to achieve this level and what is required for it to be possible. Promote this amongst users and stakeholders.
IT Risks Impacts	Assess the impact of IT risks and devise action plans to mitigate them. Develop IT risk assessments and risk mitigation plans. Use IT Risk Impact analysis as a source for the definition of IT Strategy.
Cross Area Enablement	Make use of own specialism and knowledge to support the development of other areas by using tools, services or any other kind of solutions that could bring efficiency and a contribute to a better user experience. Create a relation with other areas so that it becomes visible where and when these solutions are needed and can be applied.
Environmental Sustainability	Ensure IT alignment with the CTW view of environmental sustainability. Provide solutions and proposals to improve environmental sustainability in the areas IT directly impacts, such as energy consumption, hardware lifecycle and other resource disposal.
CSR Transparency	Ensure IT alignment with CTW's CSR policy and provide all the necessary information required to increase its transparency and understanding of the strategy being applied to IT resources. Work together with the CSR responsible to plan in a timely manner any CSR-relevant activities triggered by the IT or requested by the IT.
BMW IT Strategy Alignment	Align with BMW IT the strategy for the future needs of CTW or BMW in the area of IT services integration or new services development. Anticipate needs or requests that impact services, activities or change any of the established policies.

Proficiency Impact Levels

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference

Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.

Be an Open-minded Leader

Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape.

Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level).

Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.

Be a Culture Disseminator

Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor.

Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to remove potential organisational silos. Contribute to developing and establishing the CTW's social impact. Be a promotor of Diversity, Equity and Inclusion practices.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Influence Organisational Change

Be a driver of organisational sustainability, evolutions and changes inside CTW and BMW (business, technological, social and organisational) with a continuous improvement mindset. Maintain a comprehensive and adaptable understanding of the organisation, knowing all dimensions of the future strategy (including what to do and not to do), and have peer recognition to serve as their advocate, ensuring decisions account for diverse interests. Able to promote the integration of different domains and take the best from the market to potentiate those domains.

Be able to contribute and support the strategy actively. Contribute to the CTW vision and be a role model supporting its implementation. Contribute to make CTW resilient and create growth-oriented solutions. Shape BMW in the relevant areas of action and take all opportunities to influence BMW to make the right decisions.

Be an Industry Influencer

Be an active reference in influencing BMW, the industry (mobility sector, embedded systems, etc.), academia and external communities in a way that brings value, improves CTW visibility and creates opportunities to improve internally. Be one step ahead of the industry (trends and standards) and carry that knowledge inside. Contribute to industry changes (practices, methods, processes, technology). Be able to represent the organisation in several forums autonomously.

Curiosity and Courage

Contributes to innovation at different levels, not focused on what already know but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not be afraid to change when things are not on the right path. Able to decide even when not everyone is in favour.

Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

•Role• X-Gandalf*

Agilist · Coach · Wisdom



*The X-Gandalf role is a generic organisational role that can assume different areas of influence. The "X" will assume a different name according to specific areas of influence. As an example, the X-Gandalf can assume the following roles: Agile Gandalf, IT Gandalf, Security Gandalf, Business Gandalf and AppMeister Gandalf.

The Gandalf (GDF) is a wise Wizard of the ancient legend of all topics that affect life within an organisation. This mysterious mentor will guide and enable the organisation, teams, and people along their heroic journey full of misadventures and triumphs. At any particular mission, at any specific moment in Gandalf's legendary career, they know what's next. We may not know the extent of their wisdom and power, but we feel their presence. They align what's required based on a Lean and Agile mindset, taking the organisational culture to the next level. Gandalf's coaching and influence never come too late or too early, they deliver them precisely when they intend to. The Gandalfs put their wisdom into motion at all company levels. By definition, a Gandalf takes care of an organisational Area of Influence, and because the power of these creatures is everlasting when properly aimed, we need several of them in different

organisational areas. For example, a Gandalf can assume Areas of Influence such as Agile, IT, Security, Business and Internal Applications.

Capabilities

- Has the skills, competencies and experience needed to steer the Area of Influence.
- Loves to bring out the best in people and build high-performing teams.
- Has a strongly developed sense of responsibility and servant leadership, leading by example.
- Knowledgeable about new practices, coaching techniques and the area's cutting-edge methodologies.
- Experience with Agile frameworks, practices, and strategies in the area of influence (Agile: Lean, Scrum, Kanban, LeSS, etc.; Security: Business Continuity, ISO 27001, etc; Portfolio Management: business models, risk management, etc.).
- Growth Mindset: high emphasis on continuous learning, growth, and development.
- Experience in transformation processes.
- Pragmatic with a good sense of urgency versus long-term results.
- Excellent communication, presentation and writing skills.

Product Impact (up to Apply): My Area of Influence

The Product of a Gandalf is its Area of influence. Gandalf's primary mission is to take care of its Area of influence by making it relevant to the organisation's strategy and objectives. The Area delivers what is expected, and the result is consistency. They must develop a close collaboration with the other areas of the organisation (CorpOps, TechOps, DevOps) to influence and get guidance relevant to achieving the objectives of the Area of influence. A collaborative, complementary, healthy environment with the members working in the Area is also relevant. The company values and principles should be followed and promoted in all cases.

- Understand the context of the Area of Influence and collect the requirements responding to the organisation's needs.
- Create and manage a backlog of activities to execute in the scope of the Area of Influence.
- Guide the people and manage the resources to deliver the backlog.
- Enable people to have autonomy, responsibility, and maturity to deal with their own matters.
- Develop effectiveness and productivity.
- Create and share knowledge contributing to developing people working in the Area.
- Implement the company policies, processes and procedures related to the Area.
- Promote interactions and sharing between people within the organisation.
- Align with relevant roles and stakeholders the organisational aspects related to the Area.
- Respect the organisation processes in JIMOS.

Domain Impact (up to Advise): The Contribution of My Area of Influence to the Organisation

A Gandalf shapes the Domain when their Area of influence is a driver for the organisation (not only delivering what is required). The Area operates in an integrated, organic and solid manner with other areas within the organisation. The Gandalf monitors the quality of the area operations at all levels and can anticipate problems while providing visibility to the relevant stakeholders in the organisation. The Area contributes to the organisation by promoting and sharing best practices with other areas and improving existing processes. The Gandalf is aware of the organisation's strategic goals and implements the area's goals aligned with them. The Gandalf supports the organisation by supporting other Gandalf whenever needed.

- Promote and develop the specifics of the Area of Influence at the organisation level.
- Disseminate the agile culture: values and principles through the company.
- Influence the JIMOS and actively participate in its definition and dissemination.
- Contribute to the organisation's culture at all levels.
- Get recognition from peers and members of other areas.
- Support and enable other areas, roles, or relevant stakeholders to implement relevant organisation requirements.
- Create an environment that fosters continuous improvement, efficiency, and maturity in the organisation.
- Shape the Gandalf role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Shape the company Area of Influence to unprecedented levels.
- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Encourages all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

•Role• Purpose Alchemist

Purpose · Collaboration · Alignment



The Purpose Alchemist (PA) role is designed to inspire, facilitate, and drive individuals in alignment with the organisation's goals and values and its actions and strategies. This role is crucial to guide all Purpose areas in creating a culture that supports individuals in becoming their best selves through self-awareness, growth, and development. Brave and courageous, the PA should seek to create a diverse and inclusive organisation that engages all members with a deep sense of fulfilment and commitment. The PA efforts aim to empower individuals or teams to discover, articulate, and align with their core purpose while contributing to sustainable growth, innovation, and social impact. The Purpose Alchemist is essentially a catalyst for transformation, ensuring that purpose becomes not just a guiding principle but also a source of innovation, resilience, and sustained value in organisational endeavours.

Capabilities

- Shows high levels of integrity and empathy.
- Able to make balanced decisions inclusively and constructively.
- Mentor and leader with a track record of motivating individuals and teams.
- Experience in defining organisation scaling methodologies and managing large teams.
- Good decision-making, courage, innovation and spirit.
- Good communication, presentation and negotiation skills.
- Pragmatic and combining a data-driven mindset with a good sense of urgency versus long-term results.
- Experience in complex problem-solving.
- Optimistic and able to identify opportunities even within challenging situations.
- Growth mindset emphasises continuous learning, growth, and development.
- Resilient and able to maintain control over emotions in stressful situations.

Product Impact (up to Apply): The Purpose Team and its Relationship with Other Organisation Areas

The Product of the Purpose Alchemist is to guide and align the efforts of Purpose team activities with the core values and mission of the organisation. The PA ensures that the Purpose works effectively and provides results that impact the company more effectively than the sum of each Purpose area individually. The PA inspires the Purpose areas and its members to engage with the different organisation departments to foster an environment where people cooperate to achieve the goals and mission of the organisation.

- Define and guide the Purpose area's overall strategy and objectives.
- Continuously improve the Purpose areas processes towards efficiency.
- Promote alignment, interaction, sharing, and collaboration between all Purpose areas and individuals.
- Lead the Purpose team members toward achieving both individual and collective goals while fostering a productive and positive working environment.
- Create an atmosphere of open and transparent communication at all organisational levels.
- Engage the company in sustainability and social responsibility initiatives aligned with the company's purpose and vision.
- Work with the Chief of Purpose to define and align the company purpose.
- Work with the Chief of Purpose to define the company's values in response to the vision and mission.
- Supports a healthy work-life balance and well-being environment.
- Anticipate problems or tensions and stimulate people to deal with them.
- Act as a servant leader, supporting, guiding, and enabling people to take responsibility and have the authority to deal with their own matters.

Domain Impact (up to Advise): The Company Purpose

The domain of the Purpose Alchemist is to emphasise alignment, communication, and accountability to the company's core mission while driving business and social impact. The PA is responsible for working with the Board of Directors to define strategic direction and coordination of all aspects of the Values and Principles of the organisation. High-level decision-making and direction-setting responsibilities are expected to guide the company toward its goals. The PA works for the company's sustainability in direct alignment and collaboration with the Board of Directors.

- Develop an organisation focused on the growth mindset, people development, and continuous feedback.
- Create an environment of respect, diversity and inclusivity.
- Embed a sustainable culture of excellence within the organisation.
- Establish an environment of appreciation and recognition without falling into conformism and facilitism.
- Promote and protect the organisation's agility and coherence.
- Promote organisational maturity and productivity.
- Develop plans to address crises or unexpected challenges that may arise, ensuring the organisation can navigate complex situations effectively.
- Develop ways to promote leadership at all levels of the organisation.
- Define and monitor key performance indicators (KPIs) and other metrics to assess the work related to the Purpose area and overall company engagement.
- Continuously monitor the external environment for new methodologies, techniques and trends in Purpose-driven leadership.
- Get recognition from organisation members.
- Be a role model and inspire others.
- Shape the Purpose Alchemist role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Incentives all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference.

·Role· Director of Happiness

Happiness · Engagement · Connection



The Director of Happiness (DOH) has the ultimate superpower of creating a sense of belonging and fulfilment, the secret magic potion of all the amazing offices in JIMLand. Their goal is none other than to make the company the best place to work by promoting growth and development. The DOH works to achieve a community of fulfilled and engaged people at work, allowing them to be themselves and helping people to maximise their full potential and personal aspirations measurably and tangibly. The DOH ensures that people are always treated as our main asset by leveraging people's best selves, talent and skills whilst keeping an eye on the sustainability of the overall organisation. By projecting beams of rainbow-coloured light around the office, the director of happiness supports individuals, teams and the organisation by creating mechanisms that improve relationships, accelerate growth and maximise impact – the main drivers of happiness at work.

Capabilities

- Experience in facilitation, training and coaching.
- Knowledge and experience dealing with initiatives and activities that promote a sense of belonging, community, well-being and purpose inside organisations.
- Honest, trustful and capable of generating empathy with all employees.
- A willingness and focus on providing solutions instead of answers to people's problems.
- Able to produce significant output with minimal wasted effort.
- Able to manage people development programmes.
- Able to plan, organise, and budget efficiently and productively by focusing on the organisation's key priorities.
- Attention to detail without letting important details slip or affect office performance.
- Acts proactively without being told what to do, bringing new ideas to the company.
- Comfortable dealing with change and ambiguity by quickly adjusting to changing priorities and conditions.
- Exhibits passion and excitement about work. Has a can-do attitude.
- Must have excellent documentation skills and mastery of English.
- Must have excellent speaking and presentation skills.

Product Impact (up to Apply): My Team (The Purpose Team)

The goal of supporting people's growth and development is only possible based on a multidisciplinary, collaborative, well-integrated and functional Purpose team. That's why the Product impact of the Director of Happiness is the Purpose team. Contributing to a close and fruitful collaboration with the other areas of the Purpose Team (Hearts, Talent, and Marketing) is organic and required to contribute to the organisation's strategy and objectives. The company values and principles should be followed and promoted inside the team before they can be reflected in the organisation. A DOH in this domain is open to support other areas while contributing to developing a sense of community inside the organisation, including the connection to the several local communities around us.

- Be available to people within the organisation.
- Implement activities to promote people's workplace belonging, fulfilment and purpose.
- Create, manage and execute a backlog of its own activities aligned with other team members, avoiding redundancies and duplicated work.
- Able to integrate contributions from different areas inside the Purpose team to create a combined solution that solves people's problems.
- Active contributor and promoter of the Purpose of team integration, collaboration and engagement.
- Actively promote connection and share ideas between team areas to develop integrated solutions.
- Able to contribute to the Purpose team strategy and vision.
- Act as a facilitator, trainer, and coach. Create an environment that allows people to develop their best selves.
- Act with a sense of service focused on active participation without taking responsibility and authority for everything.
- Enable other team members to have autonomy to deal with their own matters.
- Actively promote connection and share ideas between team areas to develop integrated solutions.
- Knowledge of the organisation's principles, policies and processes published in JIMOS.

Domain Impact (up to Advise): The People's Purpose, Growth and Development

The domain of a DOH is the people's growth and development, which are aligned with the overall company strategy and in close collaboration with the purpose team and JIM Circle. The DOH drives the company values and creates a culture of inclusiveness, belonging, and purpose. They support building a sense of community not only internally but with communities around us. The DOH operates in an integrated, organic, and solid manner with the Interactions and Trends and Futuring. This collaboration defines and delivers products that promote individual and team effectiveness, growth and development. The DOH monitors the results of the products offered to anticipate and improve what is not working and to prioritise what is more effective. The DOH is aware of the organisation's strategic goals and implements the area's goals aligned with them.

- Identifies organisational needs and drives Driver initiatives and activities that develop and promote the company's principles, values and mindset.
- Identifies organisational needs and creates initiatives, activities, and an environment that allows people to develop their best selves while being themselves.
- Generate creative ideas for boosting employee belonging and purpose in the workplace, aligned with organisational strategy, vision and priorities
- Design and implement corporate policies and measures that positively impact the welfare of employees, especially regarding Diversity, Equity, and Inclusion.
- Design and implement engagement plans (building and managing programs and structures to support people engagement and culture).
- Create initiatives of motivation and dynamics to strengthen team efficiency, effectiveness and morale.
- Build role-based development programs that complement the regular learning activities.
- Develop coaching programs for people, working to constantly improve the experience and performance of team members.
- Define and guide the Mastery process within the organisation, including tools to develop self-awareness and feedback and create solid growth and development plans.
- Manage the Mastery process by actively supporting the individuals and teams with talent management, performance reviews, and employee transitions.
- Support the individuals and Units in increasing team autonomy, responsibility and maturity.
- Define, collect, and disseminate Happiness area KPIs to the relevant parties (BoD, Units, etc.) that measure the impact of existing procedures and activities.
- Contribute to keeping the company one step ahead regarding the trends and research in happiness at work.
- Promote the development and usage of tools that support the adoption of corporate practices.
- Shape the Director of Happiness role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Shape the company's Purpose area to unprecedented levels.
- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Encourages all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the Purpose community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum expected in each

impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Mastery	• Define, guide, and disseminate the Mastery process within the organisation, including tools to develop self-awareness and feedback to promote growth and development. • Actively support Facilitators in developing their skills to improve people's experience. • Extend the application of Mastery concepts to Purpose areas (e.g., Talent) and promote integrated solutions.
Training	• Provide training, initiatives, and activities focused on individual skill development. • Guarantee the alignment with Purpose areas, namely Hearts, for centralising Learning topics.
Happiness	• Work to ensure the correct understanding, meaning, and mission of the Happiness area within the organisation. • Implement activities to promote people's belonging, fulfilment and purpose in the workplace. • Define, track and monitor Happiness KPIs to measure the area impact on the organisation.
Peakon	• Create visibility and understanding of Peakon data through Purpose areas.
Recognition	• Promote a culture of recognition within the organisation.
Sense of Community	• Enable a sense of community within the workplace through activities with social impact aligned with organisational strategy, vision, and priorities. • Enable social awareness within the organisation by implementing activities to boost employee belonging and purpose in the workplace, aligned with the organisation's strategy, vision, and priorities.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Mastery

- Actively support the Units with the Mastery Process, targeting concrete Unit needs (e.g. 404, VOIDs) and helping define a strategy of combined solutions.
- Continuously improve the Mastery Process, aligned with organisational strategy, vision and culture.
- Continuously improve the Certification of Facilitators Process.

CTW Culture

- Proactively identifies organisational needs (e.g., inclusion strategy, feedback culture, and cultural fit) and creates initiatives and activities that develop and promote the company's principles, values, and mindset.

Organisational Growth and alignment

- Match the People Growth & Development strategy with the organisation's growth strategy (e.g., Development Roadmaps). Spread awareness of organisational development tools.
 - Evaluate the organisational impact and results of the tools created to enhance role performance.
 - Ensure calibration regarding the understanding of the role's responsibilities in the organisation.
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Proficiency Impact Levels

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference	Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.
Be an Open-minded Leader	Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape. Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level). Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.
Be a Culture Disseminator	Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor. Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to remove potential organisational silos. Contribute to developing and establishing the CTW's social impact. Be a promotor of Diversity, Equity and Inclusion practices.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Influence Organisational Change	Be a driver of organisational sustainability, evolutions and changes inside CTW and BMW (business, technological, social and organisational) with a continuous improvement mindset. Maintain a comprehensive and adaptable understanding of the organisation, knowing all dimensions of the future strategy (including what to do and not to do), and have peer recognition to serve as their advocate, ensuring decisions account for diverse interests. Able to promote the integration of different domains and take the best from the market to potentiate those domains. Be able to contribute and support the strategy actively. Contribute to the CTW vision and be a role model supporting its implementation. Contribute to make CTW resilient and create growth-oriented solutions. Shape BMW in the relevant areas of action and take all opportunities to influence BMW to make the right decisions.
Be an Industry Influencer	Be an active reference in influencing BMW, the industry (mobility sector, embedded systems, etc.), academia and external communities in a way that brings value, improves CTW visibility and creates opportunities to improve internally. Be one step ahead of the industry (trends and standards) and carry that knowledge inside. Contribute to industry changes (practices, methods, processes, technology). Be able to represent the organisation in several forums autonomously.
Curiosity and Courage	Contributes to innovation at different levels, not focused on what already know but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not be afraid to change when things are not on the right path. Able to decide even when not everyone is in favour. Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

·Role· Majesty of Hearts

Empathy · Trustworthy · Humane



The Majesty of Hearts (MOH) actively contributes to the definition of the JIMLand Strategy regarding our people, being consistently aware of everyone's concerns and how to address them adequately. Our Majesty of Hearts is someone with an eye on the details and in everyone. They are respectful, with a strong sense of empathy and solidarity and a significant commitment to our people's wellbeing. They guarantee that every process is made simple and that the company complies with all legal and regulatory requirements related to labour law. Working alongside our people to build the learning conditions for everyone to thrive, our Majesty of Hearts strives to make sure everyone can reach their potential to produce the best work possible.

Capabilities

- Knowledge and working experience in one or more areas of Human Resources, such as Contract Management, Learning and Development policies, Wellbeing Programs, Benefits and Compensation, Labor Law compliance, and day-to-day HR operational procedures.
- Honest and trustful and capable of generating empathy with all employees.
- A willingness and focus on providing solutions.
- Able to produce significant output with minimal wasted effort.
- Able to plan, organise, and budget efficiently and productively by focusing on the organisation's key priorities.
- Attention to detail without letting important details slip or affect office performance.
- Acts proactively without being told what to do, bringing new ideas to the company.
- Comfortable dealing with change and ambiguity by quickly adjusting to changing priorities and conditions.
- Exhibits passion and excitement about work. Has a can-do attitude.
- Must have excellent documentation skills and mastery of English.
- Must have excellent speaking and presentation skills.

Product Impact (up to Apply): My Team (The Purpose Team)

The goal to support the organisation's growth is only possible based on a multidisciplinary, collaborative, well-integrated and functional Purpose team. That's why the Product impact of the Majesty of Hearts is the Purpose team. The contribution to a close and fruitful collaboration with the other areas of the Purpose Team (Happiness, Talent and Marketing) must be organic and is required to contribute to the organisation's strategy and objectives. The company values and principles should be followed, promoted, and lived within the team before they can be reflected in the organisation. A MOH in this domain is open to supporting other areas and guaranteeing that all regulatory and legal procedures are followed inside the team, including that people's records are strictly maintained.

- Be available to people within the organisation.
- Implement activities within the scope of the company HR strategy such as Contract Management, Learning, Compensation and Benefits, Onboarding, Offboarding, Wellbeing, and others.
- Create, manage and execute a backlog of its own activities aligned with other team members, avoiding redundancies and duplicated work.
- Able to integrate contributions from different areas inside the Purpose team to create a combined solution that solves people's problems.
- Active contributor and promoter of the Purpose of team integration, collaboration and engagement.
- Actively promote connection and share ideas between team areas to develop integrated solutions.
- Able to contribute to the Purpose team strategy and vision.
- Act with a sense of service focused on active participation without taking responsibility and authority for everything.
- Enable other team members to have autonomy to deal with their own matters.
- Actively promote connection and share ideas between team areas to develop integrated solutions.
- Knowledge of the organisation's principles, policies and processes published in JIMOS.

Domain Impact (up to Advise): People Experience and Engagement

The domain of Majesty of Hearts is to drive and sustain the organisational growth that is aligned with the overall company strategy. The MOH supports the company in creating workplaces where individuals feel valued, motivated, and connected to their work and the organisation's mission. The MOH works with the Board of Directors to define and deliver products to sustain the company's growth and keep the internal HR processes and practices above market expectations while complying with regulatory and legal constraints. The MOH monitors the products' results to anticipate and improve what is not working and prioritise what should be improved. The MOH is aware of the organisation's strategic goals and implements the area's goals aligned with them. The MOH supports the organisation by supporting other roles whenever needed, specifically the Head of Interactions and their relationship with the Unit members.

- Create initiatives and activities that develop and promote the company's principles, values and mindset.
- Design and implement corporate policies and practices, ensuring they positively impact employees' welfare, especially their well-being, engagement, and relationship with the company.
- Develop new and innovative learning methods and coordinate the learning programs for individual development and company-wide skill-building. Maintain skills portfolio of the entire company.
- Design and implement engagement plans (building and managing programs and structures to support people engagement and culture).
- Work proactively with the Head of Interactions to support the Unit and people's needs.
- Define and coordinate the company compensation packages, benefits and perks.
- Ensure that the company is compliant on labour law-related matters, capacitating key players to this subject and complying with CTW policies related to labour law.
- Ensure that people's and employees' legislation is known and followed throughout the company, including employment contracts, insurance, holidays, pay, and benefits.
- Address workplace conflicts and conduct investigations when necessary.
- Define, collect and disseminate to the relevant parties (BoD, Units, etc.) the corporate people KPIs that measure the impact of existing procedures and activities.
- Contribute to keep the company one step ahead regarding the trends and research to implement solutions that promote employee engagement and efficiency.
- Promote the development and usage of tools that support the adoption of corporate practices.
- Get recognition from people from different roles and areas of the organisation.
- Shape the Majesty of Hearts role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Shape the company's Purpose area to unprecedented levels.
- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Encourages all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the Purpose community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum expected in each

impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Contract Management	Operationalising all necessary tasks with employees (with additional focus if they are foreigners, have any kind of particular need, etc) and legal entities.
Alignment with a Talent team	Aligning with Talent on incoming personnel , internships, and learning needs identified from recruitment gaps.
Onboarding	Coordinating onboarding logistics (ensuring accesses , materials, onboarding team), welcoming new members, and conducting follow-ups.
Benefits Management	Handling changes requested by individuals to their personal benefits and making minor tweaks to the existing benefits offer.
Wellbeing Programme	Implement and monitor providers' relationships , disseminate programme offerings, provide clarifications, and set up sessions.
Learning and Development	Promoting the use of the learning budget , organising training sessions, managing relationships with suppliers, overseeing platforms, creating events in close alignment with the Happiness area, and providing learning data to support decisions.
Dissemination of CTW Policies	Communicating corporate policies regarding WIM , bonuses, holidays, and absences.
Employee Engagement	Providing support to the Units , in close alignment with the Happiness Team, in utilising engagement tools.
Compensation Process	Managing the operational part of the compensation process using the selected tools and timelines.
Payroll Support	Assuring the correct treatment of the monthly Payroll data for the Ledgers Team to process.
Marketing Team Support	Assisting with communication campaigns by providing concrete data.

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Labour Relations	Processing notifications from legal entities like ACT, CITE and Social Security.
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Offboarding	Coordinating the offboarding process with other areas (IT, Stronghold, Finance), maintaining compliance with state organisations (Social Security, ACT, etc.), conducting Exit Interviews or capacitating other selected people to do them, and maintaining a strict degree of confidentiality on the gathered data. When needed, negotiating contract terminations.
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Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Employee Journey and Experience	Along with the Purpose Team, Jim Circle, and other areas, define the strategy and identify priorities to create a captivating employee experience that will work towards the company's working model.
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Onboarding	Define CTW Onboarding Strategy , together with other relevant areas.
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Learning and Development	Define CTW Learning Strategy, organisational offering and supporting tools, aligned with Trends & Futuring, Interactions, and the Purpose Team.
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Engagement and Retention	Rethinking engagement strategies in collaboration with other areas.
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Wellbeing Programme	Define CTW Wellbeing Strategy
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Labour Relations	Capacitate the organisation, namely through key players on this subject , to address matters related to labour law with a degree of autonomy.
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Process and Benefits	Keep the HR processes updated and aligned with the legal requirements without bureaucracy and supporting the company's agency. Constantly revised and developed innovative benefit packages that are well-balanced for all identity groups.
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Proficiency Impact Levels

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference

Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.

Be an Open-minded Leader

Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape.

Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level).

Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.

Be a Culture Disseminator

Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor.

Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to remove potential organisational silos. Contribute to developing and establishing the CTW's social impact. Be a promotor of Diversity, Equity and Inclusion practices.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Influence Organisational Change	Be a driver of organisational sustainability, evolutions and changes inside CTW and BMW (business, technological, social and organisational) with a continuous improvement mindset. Maintain a comprehensive and adaptable understanding of the organisation, knowing all dimensions of the future strategy (including what to do and not to do), and have peer recognition to serve as their advocate, ensuring decisions account for diverse interests. Able to promote the integration of different domains and take the best from the market to potentiate those domains. Be able to contribute and support the strategy actively. Contribute to the CTW vision and be a role model supporting its implementation. Contribute to make CTW resilient and create growth-oriented solutions. Shape BMW in the relevant areas of action and take all opportunities to influence BMW to make the right decisions.
Be an Industry Influencer	Be an active reference in influencing BMW, the industry (mobility sector, embedded systems, etc.), academia and external communities in a way that brings value, improves CTW visibility and creates opportunities to improve internally. Be one step ahead of the industry (trends and standards) and carry that knowledge inside. Contribute to industry changes (practices, methods, processes, technology). Be able to represent the organisation in several forums autonomously
Curiosity and Courage	Contributes to innovation at different levels, not focused on what already know but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not be afraid to change when things are not on the right path. Able to decide even when not everyone is in favour. Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

·Role· Talent Wizard

Seeker · Talent · Explorer



A Talent Wizard (TW) wields a great deal of power by shaping magical energy for the forces that ensure the efficiency and effectiveness of the recruitment process. They are keen users of new technology that empowers them to better source and recruit talent. A TW relies heavily on technology to secure better placements and is able to add their own personal touch, recognising that the employment brand is their key selling point. The TW goes beyond the status quo of a recruiter and doesn't leave a person behind after they enter the company.

Capabilities

- Knowledge and experience dealing with all stages of the IT sourcing and recruitment process, including analysing and evaluating soft skills and cultural fit.
- Honest and trustful and capable of generating empathy with all employees.
- A willingness and focus on delivering solutions to improve processes instead of providing answers for recurring problems.
- Pragmatic: able to produce significant outcomes with minimal wasted effort.
- Able to plan, organise, and budget efficiently and productively by focusing on the organisation's key priorities.
- Attention to detail without letting important details slip or affect office performance.
- Acts proactively without being told what to do, bringing new ideas to the company.
- Comfortable dealing with change and ambiguity by quickly adjusting to changing priorities and conditions.
- Exhibits passion and excitement about work. Has a can-do attitude.
- Must have excellent documentation skills and mastery of English.
- Must have excellent speaking and presentation skills.

Product Impact (up to Apply): My Area / The Purpose Team

The goal to support the organisation's growth is only possible based on a multidisciplinary, collaborative, well-integrated and functional Purpose team. At this level, it's expected the person is an excellent contributor to executing the tasks in the area of responsibility and has a good level of awareness and organic collaboration of what is being done with the remaining areas of the Purpose Team (Hearts, Happiness and Marketing). Understand the necessity of interconnecting and cooperating with other areas of the Purpose Team to expand the impact of the solutions being provided. That's why the Product impact end goal of the Talent Wizard is the Purpose team, which includes the Talent area team as the initial steps. The scope of activities is concentrated on achieving short/medium-term results according to the plans provided by the Units and offering an excellent candidate experience. The person champions and sponsors the company's values and principles. A TW in this impact knows how to use the company and Purpose team assets to source and recruit talent in close collaboration with the Chief Technical Titans.

- Be available to people within the organisation.
- Implement activities to discover talent and execute several stages of the recruitment process.
- Create, manage and execute a backlog of its own activities aligned with other team members, avoiding redundancies and duplicated work.
- Develop and promote the CTW employer branding in close coordination with Marketing.
- Design and implement strategies to connect with the external community relevant to the company hiring. Maintain a poll and pipeline of people interested in the company.
- Represent the company in external recruitment events efficiently and with the right messages.
- Manage all the processes related to Outsourcers through our partners, being the intermediary between the Units and other areas of CTW.
- Able to integrate contributions from different areas inside the Purpose team to create a combined solution that solves people's problems.
- Active contributor and promoter of the Purpose team integration, collaboration and engagement.
- Actively promote connection and share ideas between team areas to develop integrated solutions.
- Able to contribute to the Purpose team strategy and vision.
- Act with a sense of service focused on active participation without taking responsibility and authority for everything.
- Enable other team members to have autonomy to deal with their own matters.
- Knowledge of the organisation's principles, policies and processes published in JIMOS.

Domain Impact (up to Advise): Acquisition Strategy and Candidate Experience

The domain of a Talent Wizard is to drive and sustain organisational growth beyond the short and medium term recruiting required for Product impact. At this level, all the tasks gain a strategy and long-term view while complying with the short/medium-term needs. The TW supports the company's growth, anticipating what's required to achieve the long-term needs following the plans provided by the organisation and enabling other people towards these goals. The TW tasks are wrapped into products rather than individual tasks. Implement new solutions to discover the people with the mindset, values and ability to follow the company principles. They keep the internal recruitment processes and practices above market best practices and define what's required to provide an exceptional candidate experience. The TW monitors the products' results to anticipate and improve what is not working and prioritise what should be improved. The TW is aware of the organisation's strategic goals and implements the area's and Purpose Team goals aligned with them. The TW supports and enables other roles whenever needed, specifically the Trends and Futuring and people participating in the recruitment process.

- Create initiatives and activities that develop and promote the company's principles, values and mindset.
- Manage the recruitment process and related tools, creating an excellent candidate experience.
- Enable individuals and areas of the organisation to contribute and deal with the recruitment tasks and growth strategies.
- Develop long-term strategies to establish a unique CTW employer branding in close coordination with Marketing.
- Define new ways to engage and establish successful collaborations with the external community relevant to the company hiring.
- Work with the Units and Trends and Futuring to attract talented people aligned with the company's needs.
- Plan the yearly company external recruitment events based on the value provided by past events.
- Nurture an Outsourcing partner network for different recruitment needs.
- Able to use data analytics technologies to ensure suitable hires.
- Define, collect and disseminate to the relevant parties (BoD, Units, etc.) the recruitment KPIs that measure the impact of existing procedures and activities.
- Promote the development and usage of tools that support the adoption of corporate practices.
- Contribute to keeping the company one step ahead regarding the trends and research in recruiting best practices.
- Maintain the candidate information according to the legal and GDPR procedures.
- Get recognition from people from different roles and areas of the organisation.
- Shape the Talent Wizard role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Shape the company's Purpose area to unprecedented levels.
- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Encourages all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the Purpose community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum expected in each

impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Job Posting	Announce job positions according to the ramp-up. Plan for the months ahead until the end of the year, not just what is required in the following months. Interact with Titans to understand the requirements and key aspects of each job profile. Monitor the pipeline effectiveness and act when the number and quality of candidates are not as expected for the positions.
Recruitment Process	Conduct all phases of the recruitment process (screening, interviews, etc.). Define recruitment goals for each year. Collect and share recruitment KPIs with the Purpose team and other relevant areas.
Recruitment Partners	Interface with existing recruitment partners as required. Keep them updated with the needs and the type of profiles. Achieve a good satisfaction level between the suppliers.
Incoming Process	Deliver all information required by Hearts for the onboarding process in a timely manner.
Interviews	Train the interviewees to participate in the recruitment process. Design, develop, and deliberate the interview workshop. Refresh the interviewers list to keep the best people in.
Candidate Experience	Provide feedback in a timely manner and provide correct and accurate information to candidates. Achieve good feedback from the candidates even when they are not hired.
Referral Management	Design, develop and implement a referral program. Measure the effectiveness (costs vs results) of the program and the satisfaction of participants and improve the processes as needed. Adjust the referral program to be in line with the recruitment needs and more pressing positions.
Jon Fairs	Assure participation in relevant job fairs and talent attraction events. Create a plan for the job fairs for the year and measure the results achieved versus the investment made. Avoid ad-hoc participation. Involve marketing to support the planning, design, and implementation of job fairs, including their active participation in these events.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Recruitment Process	Design and improve the recruitment process to be efficient and effective. Involve relevant organisational areas and roles (e.g. Trends and Futuring) to capture a holistic view of the different needs. Align the recruitment process with the company culture and DNA. Develop recruitment strategies with external partners. Define internal and external recruitment (outsourcing) in a strategic way based on current and future needs.
Recruitment Partners	Strategically define and review the partner's list in cooperation with the Ledgers area. Develop recruitment strategies to benefit the most from external partners. Define internal and external recruitment (outsourcing) in a strategic way based on current and future needs. Collect data to evaluate objectively the performance of each recruitment partner. Communicate that results to them.
Anticipate Technical Needs	Anticipating medium and long term recruitment needs to develop preemptive strategies for attracting or developing the capacity needed in the future beyond the current year. Evaluate how the market is evolving in this needs to define specific recruitment strategies or to feed internal areas that need to focus more on internal development. Support marketing in developing long-term recruitment campaigns for talent acquisition. Develop an integrated yearly marketing campaign for recruitment and employer branding.
Manage Existing Talent	Establish and integrate the management of the existing talent beyond getting people inside. Look for turnover and internal mobility as tools to develop and enhance the internal talent pool by creating opportunities inside the company. Establish bridges with other areas of the organisation to promote wise use of the existing talent pool.
Candidate Experience	Monitor and evaluate the candidate's experience. Guarantee that candidates have good experience in all stages of the process. Improve the brand awareness of the company.

Proficiency Impact Levels

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference

Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.

Be an Open-minded Leader

Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape.

Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level).

Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.

Be a Culture Disseminator

Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor.

Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to remove potential organisational silos. Contribute to developing and establishing the CTW's social impact. Be a promotor of Diversity, Equity and Inclusion practices.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Influence Organisational Change

Be a driver of organisational sustainability, evolutions and changes inside CTW and BMW (business, technological, social and organisational) with a continuous improvement mindset. Maintain a comprehensive and adaptable understanding of the organisation, knowing all dimensions of the future strategy (including what to do and not to do), and have peer recognition to serve as their advocate, ensuring decisions account for diverse interests. Able to promote the integration of different domains and take the best from the market to potentiate those domains.

Be able to contribute and support the strategy actively. Contribute to the CTW vision and be a role model supporting its implementation. Contribute to make CTW resilient and create growth-oriented solutions. Shape BMW in the relevant areas of action and take all opportunities to influence BMW to make the right decisions.

Be an Industry Influencer

Be an active reference in influencing BMW, the industry (mobility sector, embedded systems, etc.), academia and external communities in a way that brings value, improves CTW visibility and creates opportunities to improve internally. Be one step ahead of the industry (trends and standards) and carry that knowledge inside. Contribute to industry changes (practices, methods, processes, technology). Be able to represent the organisation in several forums autonomously.

Curiosity and Courage

Contributes to innovation at different levels, not focused on what already know but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not be afraid to change when things are not on the right path. Able to decide even when not everyone is in favour.

Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

·Role· Marketing Genie

Creativity · Communication · Inspiration



The Marketing Genie (MKG) must have unlimited shape-shifting ideas. Genie's supernatural abilities allow them to break all creativity standards and create a brand culture that reaches entirely beyond the boundaries of this universe. Imagination and creative purpose are too big to be contained in a tiny lamp. The Marketing Genie make external and internal communication consistent, clear and easy to consume. Funny and full of energy, the Genie is truly larger than life. The Genie grants every wish we might have along the way and maintains the excellent spirit of our employer and corporate brand. You can count on Genies to keep a cool head if things get too intense outside on social media and other touchpoints of Critical TechWorks.

Capabilities

- Knowledge and experience dealing with initiatives and activities related to marketing methods and the generation of marketing content.
- Honest and trustful and capable of generating empathy with all employees.
- A willingness and focus on providing solutions instead of answers to people's problems.
- Able to produce significant output with minimal wasted effort.
- Able to plan, organise, and budget efficiently and productively by focusing on the organisation's key priorities.
- Demonstrates attention to detail without letting important details slip or affect office performance.
- Acts proactively without being told what to do, bringing new ideas to the company.
- Comfortable dealing with change and ambiguity by quickly adjusting to changing priorities and conditions.
- Exhibits passion and excitement about work. Has a can-do attitude.
- Must have excellent documentation skills and mastery of English.
- Must have excellent speaking and presentation skills.

Product Impact (up to Apply): My Team (The Purpose Team)

The goal to support the organisation's growth is only possible based on a multidisciplinary, collaborative, well-integrated and functional Purpose team. That's why the Product impact of the Marketing Genie is the Purpose team. Contributing to a close and fruitful collaboration with the other areas of the Purpose Team (Hearts, Talent and Happiness) is organic and required to contribute to the organisation's strategy and objectives. The company values and principles should be followed and promoted inside the team before they can be reflected in the organisation. An MKG in this domain is open to supporting other areas and contributes to an exceptional employer brand and a solid corporate brand in the market.

- Be available to people within the organisation.
- Implement activities inside the marketing area and promote employer branding.
- Create, manage and execute a backlog of its own activities aligned with other team members, avoiding redundancies and duplicated work.
- Able to integrate contributions from different areas inside the Purpose team to create a combined solution that solves people's problems.
- Active contributor and promoter of the Purpose of team integration, collaboration and engagement.
- Actively promote connection and share ideas between team areas to develop integrated solutions.
- Able to contribute to the Purpose team strategy and vision.
- Act with a sense of service focused on active participation without taking responsibility and authority for everything.
- Enable other team members to have the autonomy to deal with their own matters.
- Actively promote connection and share ideas between team areas to develop integrated solutions.
- Knowledge of the organisation's principles, policies and processes published in JIMOS.

Domain Impact (up to Advise): Company Marketing, Communication and Sustainability

The domain of a Marketing Genie is the organisation's growth, which is aligned with the overall company strategy and in close collaboration with the Board of Directors. The MKG drives the company branding at all levels and perspectives. They support creating and internal storytelling to spread different company messages and for other external uses (institutional, recruitment, employer branding, etc.). The MKG operates in an integrated, organic and solid manner with the rest of the organisation to collect topics, messages, and information that could be used for branding and communication. The MKG monitors the results of the products delivered to anticipate and improve what is not working and to prioritise what is more effective. The MKG is aware of the organisation's strategic goals and implements the area's goals aligned with them. The MKG supports the organisation by helping other roles, specifically the Board of Directors, whenever needed. knowledge sharing within the Unit support team.

- Create initiatives, activities and events that develop and promote the company's principles, values and mindset.
- Ensure the different areas have a coherent and consistent Internal Corporate Communication programme.
- Develop the organisation's global branding and marketing strategies.
- Create and develop creative projects to drive employer branding initiatives and brand awareness.
- Develop and implement digital marketing and social media strategy.
- Ensure successful distribution of the right content across all channels.
- Build on briefs by gathering information, insight and research to generate creative concepts.
- Handle the organisation's Public Relations functions and manage any agencies related to them.
- Define, collect, and disseminate the Marketing KPIs to the relevant parties (BoD, Units, etc.) that measure the impact of existing procedures and activities.
- Contribute to keeping the company one step ahead of the trends and research in corporate communication, branding, and brand awareness at work.
- Promote the development and usage of tools that support the adoption of corporate practices.
- Get recognition from people from different roles and areas of the organisation.
- Shape the Marketing Genie role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Shape the company's Purpose area to unprecedented levels.
- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Encourages all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the Purpose community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum expected in each

impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Internal Communication	Handle all internal communication needs, from content creation to distribution, in all the different internal channels. Ensure adequate content, language, and terms for the internal channels' audience.
External Communication	Handle all external communication needs, from content creation to distribution, in all the different external channels. Ensure adequate content, language, and terms for the internal channel audience. Ensure content disclosure according to BMW's communication guidelines.
Brand Management	Manage all brand-related activities to ensure the brand's presence, visibility, and recognition. Represent the brand in official events directly or indirectly related to CTW activities or areas of business. Implement the defined brand campaigns. Support other areas in activities where the brand presence is implied. Support BMW in CTW brand-related matters.
Employer Branding	Provide employees with an unforgettable brand environment, sense and experience. Create brand visuals, merchandise, and campaigns that connect employees and the brand. Support employees in being brand ambassadors for organisational needs.
Corporate Events	Plan and implement corporate events according to the company's culture and relevant calendar dates. Gather feedback from event participants to understand whether the event objectives were achieved and to use it as input for future ones.
Dealers Brand Relation	Create and sustain relations with BMW dealers to increase the connection between CTW and the Local automotive ecosystem. Support a win-win relationship that allows employees to benefit from services and offers that allow a direct connection to the products for which we do development work.
Purpose Team Communication	Create a continuous communication flow between the several purpose teams. Provide relevant content and resources to leverage the different knowledge areas to achieve common Purpose Team goals.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Internal Digital Marketing Strategy	Develop an internal marketing strategy to ensure clear and smart communication within CTW. Evolve communication channels and mediums to improve communication and audience range. Assess the effectiveness of communication and areas for development. Gather feedback regarding communication and identify organisational needs.
External Digital Marketing Strategy	Develop an external digital marketing strategy to ensure proper organisational communication with the public and market. Evolve communication channels and mediums to improve communication and audience range. Assess the effectiveness of communication and areas of development. Gather feedback regarding communication and identify organisational needs.
Global PR & Media Strategy	Develop a PR & Media strategy that allows CTW to communicate properly to the public and the media. At the same time, be appropriately referenced and identified. Define the PR & Media channels that rightly fit CTW's business, mindset and area of expertise and can leverage CTW brand in achieving its business and company goals.
Integrated Sustainability Strategy	Define and develop the sustainability strategy in accordance with CTW priorities and vision. Understand the sustainability factors relevant to the organisation and its impact areas and translate them into an integrated plan. Account for the internal and external sustainability-related requirements and propose solutions to address them.
Living & Sustainable Brand	Build and shape a resilient brand. Create a brand that transcends time and space, upholds the values and principles it stands for and is recognised by others. Evolve the brand to keep it up to date while increasing its roots, meaning, and strength. Assess brand position, impact, and reputation.
Integrated Communication System	Build and develop an integrated communication system to enhance the content and communication required by CTW. Create and develop assets that can be used and reused and allow uniform communication across the company. Continuously understand the system's needs and evolve it accordingly.
Enablement Through Own Expertise	Apply own expertise to help others achieve other levels of knowledge and create solutions for problems that may arise in the Purpose Teams and other areas of the organisation. Proactively bridge different areas of expertise through own expertise.

Proficiency Impact Levels

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference

Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.

Be an Open-minded Leader

Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape.

Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level).

Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.

Be a Culture Disseminator

Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor.

Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to remove potential organisational silos. Contribute to developing and establishing the CTW's social impact. Be a promotor of Diversity, Equity and Inclusion practices.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Influence Organisational Change	Be a driver of organisational sustainability, evolutions and changes inside CTW and BMW (business, technological, social and organisational) with a continuous improvement mindset. Maintain a comprehensive and adaptable understanding of the organisation, knowing all dimensions of the future strategy (including what to do and not to do), and have peer recognition to serve as their advocate, ensuring decisions account for diverse interests. Able to promote the integration of different domains and take the best from the market to potentiate those domains. Be able to contribute and support the strategy actively. Contribute to the CTW vision and be a role model supporting its implementation. Contribute to make CTW resilient and create growth-oriented solutions. Shape BMW in the relevant areas of action and take all opportunities to influence BMW to make the right decisions.
Be an Industry Influencer	Be an active reference in influencing BMW, the industry (mobility sector, embedded systems, etc.), academia and external communities in a way that brings value, improves CTW visibility and creates opportunities to improve internally. Be one step ahead of the industry (trends and standards) and carry that knowledge inside. Contribute to industry changes (practices, methods, processes, technology). Be able to represent the organisation in several forums autonomously.
Curiosity and Courage	Contributes to innovation at different levels, not focused on what already know but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not be afraid to change when things are not on the right path. Able to decide even when not everyone is in favour. Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

·Role· Design Fairy

Visual · Design · Synthesis



Design Fairy (DF) makes all graphic communication desires come true. They see beyond words and recognise the strength of a line in a visual representation. Creativity is the magic potion for all the issues. They are kind and helpful but obsessive about perfection and readability. Sometimes, they get annoyed with something no one sees. Design Fairy is the guardian of the JIM brand identity and works inside the Marketing team, hand in hand with Marketing Genie, ensuring that all brand communication in JIMLand is consistent, readable, and protected.

Capabilities

- Knowledge and experience dealing with visual design and art-working.
- Creative, passionate, obsessed with details and small touches, and a keen eye for aesthetics.
- Able to adapt communication to several areas to be understood by different audiences.
- Able to synthesise: forming theories, frameworks, and insights to guide service efforts.
- Able to take inputs of all kinds and turn them into a clear message: research findings, analytics, customer feedback, ideation, and strategic directives.
- A natural storyteller who is able to create a narrative around content to be communicated.
- Able to find tools and processes that minimise wasted effort
- Able to plan, organise, and budget efficiently and productively by focusing on the organisation's key priorities.
- Acts proactively without being told what to do, bringing new ideas to the company.
- Comfortable dealing with change and ambiguity by quickly adjusting to changing priorities and conditions.
- Exhibits passion and excitement about work. Has a can-do attitude.
- Must have excellent documentation skills and mastery of English..

Product Impact (up to Apply): My Team (The Purpose Team)

The goal to support the organisation's growth is only possible based on a multidisciplinary, collaborative, well-integrated and functional Purpose team. That's why the Product impact of the Design Fairy is the Purpose team. Contributing to a close and fruitful collaboration with the other areas of the Purpose Team (Marketing, Hearts, Talent and Happiness) is organic and required to contribute to the organisation's strategy and objectives. The company values and principles should be followed and promoted inside the team before they can be reflected in the organisation. A DF in this domain is open to supporting other areas and contributing to exceptional visual designs that simplify and increase the understanding and readability of all communications.

- Be available to people within the organisation.
- Implement activities inside the marketing area and promote visual communication.
- Create, manage and execute a backlog of its own activities aligned with other team members, avoiding redundancies and duplicated work.
- Able to integrate contributions from different areas inside the Purpose team to create a combined solution that solves people's problems.
- Active contributor and promoter of the Purpose of team integration, collaboration and engagement.
- Actively promote connection and share ideas between team areas to develop integrated solutions.
- Able to contribute to the Purpose team strategy and vision.
- Act with a sense of service focused on active participation without taking responsibility and authority for everything.
- Enable other team members to have the autonomy to deal with their own matters.
- Actively promote connection and share ideas between team areas to develop integrated solutions.
- Knowledge of the organisation's principles, policies and processes published in JIMOS.

Domain Impact (up to Advise): Company Brand Identity

The domain of a Design Fairy is the organisation's growth, which is aligned with the overall company strategy and in close collaboration with all other Purpose team areas. The DF is the guardian of all corporate visual communication. They support internal storytelling to spread different company messages and for different external uses (institutional, recruitment, employer branding, etc.). The DF operates in an integrated, organic and solid manner with the rest of the organisation to collect topics, messages, and information that could be used for branding and communication. The DF supports the organisation by creating products to facilitate communication and presentations used by all other people.

- Create initiatives and activities that develop and promote the company's principles, values and mindset.
- Serve as a designer for all corporate visual content to ensure flair, quality and consistency.
- Improve experiences by ensuring high-quality design, including ownership of all CTW front-end Interaction points (e.g., Intranet).
- Promoting good practices to communicate assertively and clearly, ensuring visual communication is well understood.
- Construction of a solid and modern visual identity that reflects the business area and the "Modus Operandi" of the company. Constantly adapting to new paradigms.
- Contextualised graphic environments focused on the needs of its employees and partners, trying for solutions to be built together and interactively.
- Search and implement new solutions to respond to the constant challenges created by the inherent dynamism of the company.
- Contribute to keeping the company one step ahead of the trends and research in corporate communication, branding, and brand awareness at work.
- Get recognition from people from different roles and areas of the organisation.
- Shape the Design Fairy role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Shape the company's Purpose area to unprecedented levels.
- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Encourages all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the Purpose community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum expected in each

impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Employer Branding	Design of corporate presentations and development of corporate image for digital and physical supports, such as Social Networks, Sharepoint, or Websites.
Employer Branding	In sync with other company areas, namely Stronghold, develop a strong branding presence across all of CTW's offices, guaranteeing space uniformity.
Brand Management	Assure that all design artefacts at CTWs follow pre-defined rules and are harmonised across all spectra of activities or initiatives.
Suppliers Relations	Identification, selection and management of suppliers of branded products, sub-products or artefacts.
Brand Management	Make touch points or design templates available across all company areas.
Employer Branding	Design merchandise items for use internally (onboardings, Units, etc.) and externally (job fairs, gifts, etc.).
Employer Branding	Materialise the defined design concepts.
Brand Management	Conceptualise concepts and corporate image across all spectra of usage (both physical and digital).

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Organisation Growth	Predict and collect organisational needs in all topics regarding, or impacted by, CTW's brand.
Brand Management	Proactively provide consulting on CTW "products" branding and monitor the impact of campaigns where such "products" are deployed.
Brand Management	Creation of a design system (framework) in the form of tools , sustainable development and uniform materials, corporate intranet and communication, amongst others.
Organisation Growth	Develop the strategy for brand and image evolution and reflect such evolution on all internal (e.g., Avatars) and external (e.g., Logos) artefacts.
Integrated Communication System	Build and develop an integrated communication system to enhance the content and communication required by CTW. Create and develop assets that can be used and reused and allow uniform communication across the company. Continuously understand the system's needs and evolve it accordingly.
Enablement Through Own Expertise	Apply own expertise to help others achieve other levels of knowledge and create solutions for problems that may arise in the Purpose Teams and other areas of the organisation. Proactively bridge different areas of expertise through own expertise.

Proficiency Impact Levels

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference

Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.

Be an Open-minded Leader

Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape.

Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level).

Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.

Be a Culture Disseminator

Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor.

Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to remove potential organisational silos. Contribute to developing and establishing the CTW's social impact. Be a promotor of Diversity, Equity and Inclusion practices.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Influence Organisational Change	Be a driver of organisational sustainability, evolutions and changes inside CTW and BMW (business, technological, social and organisational) with a continuous improvement mindset. Maintain a comprehensive and adaptable understanding of the organisation, knowing all dimensions of the future strategy (including what to do and not to do), and have peer recognition to serve as their advocate, ensuring decisions account for diverse interests. Able to promote the integration of different domains and take the best from the market to potentiate those domains. Be able to contribute and support the strategy actively. Contribute to the CTW vision and be a role model supporting its implementation. Contribute to make CTW resilient and create growth-oriented solutions. Shape BMW in the relevant areas of action and take all opportunities to influence BMW to make the right decisions.
Be an Industry Influencer	Be an active reference in influencing BMW, the industry (mobility sector, embedded systems, etc.), academia and external communities in a way that brings value, improves CTW visibility and creates opportunities to improve internally. Be one step ahead of the industry (trends and standards) and carry that knowledge inside. Contribute to industry changes (practices, methods, processes, technology). Be able to represent the organisation in several forums autonomously.
Curiosity and Courage	Contributes to innovation at different levels, not focused on what already know but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not be afraid to change when things are not on the right path. Able to decide even when not everyone is in favour. Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

·Role· Liege of the Counters

Assertiveness · Detail · Timeliness



The Liege of the Counters (LOC) monitors the day-to-day financial operations and maintains the financial policies and procedures of the JIMLand treasury. They oversee the financial health of the organisation by producing financial reports and developing strategies and plans to implement the defined financial goals. The Liege of Counters takes care of the JIMLand budget and guarantees that we only use the money we have and always fulfil a purpose. They are land warriors who ensure we all receive our share at the end of each month.

Capabilities

- Bachelor's degree in finance, business administration, accounting or economics.
- Excellent problem-solving, analytical, technical and numerical capabilities.
- Not afraid to assume responsibility for areas under their influence.
- Able to generate confidence through their reports, analysis, advice and decisions.
- Strong work ethic: willingness to work hard to get the job done.
- A willingness and focus on delivering solutions to improve processes instead of providing answers for recurring problems.
- Pragmatic: able to produce significant outcomes with minimal wasted effort.
- Able to plan, organise, and budget efficiently and productively by focusing on the organisation's key priorities.
- Attention to detail without letting important details slip or affect company performance.
- Acts proactively without being told what to do, bringing new ideas to the company.
- Exhibits passion and excitement about work. Has a can-do attitude.

Product Impact (up to Apply): My Area / The Counters Team

The goal to support the organisation's growth is only possible based on a collaborative, well-integrated and functional Counters team. At this level, the person is expected to be an excellent contributor, executing the tasks in their area of responsibility and having a good level of awareness of what is being done, and organic collaboration in the remaining areas of the Counters Team (Operational Finance, Planning and Forecasting, and Controlling). The person understands the necessity of interconnecting and cooperating with other areas of the Counters Team to improve the accuracy of the artefacts produced and expand the impact of the solutions provided. That's why the end goal of the Ruler of Counters' Product impact is the Counters team. The scope of activities is concentrated on achieving short/medium-term results according to the budget plans provided by ManOps. The person is a champion and sponsor of the company rules, values and principles. A LOC, in this impact, knows how to use the company and its assets to support the operation of the company in an efficient way.

- Act in one or more areas of the Counters team: Operational Finance, Planning & Forecasting, and Controlling.
- Create, manage, and execute a backlog of its own activities aligned with other team members, avoiding redundancies and duplicate work.
- Able to integrate contributions from different areas inside the Counters team to create a combined solution that solves organisational problems.
- Active contributor and promoter of the Counters team integration, collaboration and engagement.
- Able to contribute to the Counters team strategy and vision.
- Act with a sense of service focused on active participation without taking responsibility and authority for everything.
- Enable other team members to have autonomy to deal with their own matters.
- Knowledge of the organisation's principles, policies and processes published in JIMOS.

Domain Impact (up to Advise): The Company Financial Sustainability

The domain of a Liege of Counters is to drive and sustain organisational stability and sustainability beyond the short/medium term. At this level, all the tasks gain a strategy and long-term view while complying with the short/medium-term needs. The LOC supports the company's growth, anticipates what's required to achieve the long-term needs, follows the plans provided by the organisation, and enables other areas towards these goals. They keep the internal financial processes and practices above market best practices and define what's required to provide exceptional management of company assets. The LOC monitors the financial results to anticipate and improve what is not working and prioritise what should be improved. The LOC is aware of the organisation's strategic goals and implements the area's goals aligned with them. The LOC supports and enables other roles whenever needed, specifically the MOMTH and other people participating in the financial process.

- Work with ManOps and the JIM Circle to understand business specificities and the rationale for decisions impacting company finances and translate them into company-wide, understandable and shared practices.
- Work with the Units and Interactions to define financial practices applicable to the Units aligned with the company's needs.
- Work with the Master of Mapping Things Happen on dealing with and supporting Unit financial needs.
- Enable individuals and areas of the organisation to deal with financial tasks.
- Nurture the partners' network for the different needs of the company.
- Define, collect and disseminate to the relevant parties (BoD, Units, etc.) the financial KPIs that measure the impact of existing procedures and activities.
- Promote the development and usage of tools that support the adoption of corporate practices.
- Contribute to keeping the company one step ahead regarding accounting and financial best practices.
- Be a "go-to person" for other people within the Counters area.
- Get recognition from people from different roles and areas of the organisation.
- Shape the Liege of Counters role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Shape the company's Counters area to unprecedented levels.
- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Encourages all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the Ledgers community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum expected in each impact level.

These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level

Accounting	Processing of expenses, salaries, invoices and benefits for the company as a whole.
Purchasing	Purchases on own behalf or behalf of other areas and teams. Drive the procurement process and support the negotiation of the purchase/contract.
Reporting	Define ruleset, execute and monitor financial reports. Disseminate financial reports to all relevant stakeholders. Provide tailored financial reports on request. Execute financial forecasts according to past behaviour. Anticipate trends that can provide shifts in the forecasted reports.
Budgeting	Define rules for budgeting and provide support and guidance to all areas intervening in the budgeting process.
Risk Management	Identification of financial risks and dissemination to all relevant stakeholders.
Fiscal	Timely guarantee of all fiscal and legal obligations , with quality control.
Treasury	Pro-active treasury management. Cash-flow planning.
Purchasing	Management of suppliers contracts.
Process	Constant search for optimisation of internal back-office processes affecting the Ledger's processes, particularly those that impact other areas or the rest of the company. Avoid process bureaucratisation as a way to define appropriate and standardised procedures and controls across the company.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Forecasting	Resource optimisation and reallocation are based on company priorities, considering past performance, expressed needs, and cost/revenue trends. Anticipation of all stakeholders' financial needs, constraints and requirements, explicitly or implicitly communicated. Use trend analysis to proactively anticipate such needs, constraints and requirements at both revenue and cost levels.
Risk Management	Evaluation, communication, and dissemination of the (potential) financial impact of identified risks at all company levels.
Sustainability	Sensibilisation, training and championing of financial literacy and financial sustainability across all company areas.
Technology	Be at the forefront of identifying and executing novel technology solutions to decrease effort or process complexity in all back-office financial-related activities.
Planning	Propose and provide the best material conditions to the company's staff, according to the existing legal and fiscal rules, in the form of monetary compensation and benefits, always valuing the long-term sustainability of all of the company's stakeholders.
Procurement	Own the Procurement Process and lead all negotiations on your behalf or on behalf of other areas in the company. Proactively identify potential suppliers based on a long-term vision of the needs expressed (and budgeted) by the different areas or teams.
Process	Process de-bureaucratization by creating standardised procedures or controls as a way to increase flexibility and promote autonomy and empowerment across all company levels. Be a beacon of disciplined financial behaviour.

Proficiency Impact Levels

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference

Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.

Be an Open-minded Leader

Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape.

Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level).

Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.

Be a Culture Disseminator

Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor.

Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to remove potential organisational silos. Contribute to developing and establishing the CTW's social impact. Be a promotor of Diversity, Equity and Inclusion practices.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Influence Organisational Change	Be a driver of organisational sustainability, evolutions and changes inside CTW and BMW (business, technological, social and organisational) with a continuous improvement mindset. Maintain a comprehensive and adaptable understanding of the organisation, knowing all dimensions of the future strategy (including what to do and not to do), and have peer recognition to serve as their advocate, ensuring decisions account for diverse interests. Able to promote the integration of different domains and take the best from the market to potentiate those domains. Be able to contribute and support the strategy actively. Contribute to the CTW vision and be a role model supporting its implementation. Contribute to make CTW resilient and create growth-oriented solutions. Shape BMW in the relevant areas of action and take all opportunities to influence BMW to make the right decisions.
Be an Industry Influencer	Be an active reference in influencing BMW, the industry (mobility sector, embedded systems, etc.), academia and external communities in a way that brings value, improves CTW visibility and creates opportunities to improve internally. Be one step ahead of the industry (trends and standards) and carry that knowledge inside. Contribute to industry changes (practices, methods, processes, technology). Be able to represent the organisation in several forums autonomously.
Curiosity and Courage	Contributes to innovation at different levels, not focused on what already know but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not be afraid to change when things are not on the right path. Able to decide even when not everyone is in favour. Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

•Role• Stronghold Blacksmith

Service · Persistent · Achiever



Stronghold Blacksmith (SB) facilities are often spectacular in shape. The upper peak of the fortification usually features working towers with an additional creative touch. They will strike off boldly down roads others might consider risky or impossible, doing whatever it takes to accomplish the mission. Stronghold Blacksmith wants to be where the action is and is constantly hungry to solve facilities issues that support the core business of our organisation. They remain calm under siege, and when bombarded by overwhelming forces, they retain their easygoing attitude and are not afraid of the next challenge. Stronghold Blacksmith's strengths derive from their magic powders mixed with water.

Capabilities

- Proficient in project management.
- Experience in workspace management.

- Knowledge about regulatory and legal policies related to the building ecosystem, from maintenance to ergonomics.
- Experience with Emergency Response procedures.
- Network of partners to build and refurbish office space and building maintenance.
- Excellent problem-solving, analytical, and decision-making skills.
- Proactive by acting without being told what to do and bringing new ideas to the company.
- Possess the ability to turn ideas into realities.
- Strong work ethic: willingness to work hard to get the job done.
- A willingness and focus on delivering solutions to improve processes instead of providing answers for recurring problems.
- Pragmatic: able to produce significant outcomes with minimal wasted effort.
- Able to plan, organise, and budget efficiently and productively by focusing on the organisation's key priorities.
- Attention to detail without letting important details slip or affect company performance.
- Acts proactively without being told what to do, bringing new ideas to the company.
- Exhibits passion and excitement about work. Strong sense of customer service.

Product Impact (up to Apply): My Area / The Vanguard's Team

The goal to support the organisation's growth is only possible based on a multidisciplinary, collaborative, well-integrated and functional Vanguard's team. At this level, the person is expected to be an excellent contributor, executing the tasks in their area of responsibility and having a good level of awareness of what is being done, and an organic collaboration in the remaining areas of the company (Units and CorpOps). The scope of activities is concentrated on achieving short and medium term results according to the plans provided by ManOps and by the Units, as well as offering an excellent office experience. The person is a champion and sponsor of the company values and principles. An SB in this impact knows how to use the company assets to optimise, improve and provide an overall stellar office experience to all company staff.

- Act in one or more areas of the Vanguard's team: Workspace, Health and Safety, etc.
- Create, manage, and execute a backlog of its own activities aligned with other team members, avoiding redundancies and duplicate work.
- Manage the company facilities and ensure their operation, maintenance, improvement, and optimisation.
- Supervise day-to-day operations, services, and suppliers.
- Able to integrate contributions from different areas inside the Vanguard's team to create a combined solution that solves organisational problems.
- Active contributor and promoter of the Vanguard's team integration, collaboration and engagement.
- Able to contribute to the Vanguard's team strategy and vision.
- Act with a sense of service focused on active participation without taking responsibility and authority for everything.
- Enable other team members to have autonomy to deal with their own matters.
- Knowledge of the organisation's principles, policies and processes published in JIMOS.

Domain Impact (up to Advise): The Workspace Sustainability

The domain of a Stronghold Blacksmith is to drive and sustain office and workplace usage experience beyond the short/medium term. At this level, all the tasks gain a strategy and long-term view while complying with the short/medium-term needs. The SB supports the company's growth, anticipates what's required to achieve the long-term needs, follows the plans provided by the organisation, and enables other people to achieve these goals. The SB tasks are wrapped into products rather than individual tasks. They implement new solutions to continuously improve office experience that is aligned with the mindset, values, and principles of the company. They keep the internal Stronghold processes and practices above market best practices and define what's required to provide an exceptional office experience. The SB monitors the results of their decisions in order to anticipate and improve what is not working and prioritise what should be improved. The SB is aware of the organisation's strategic goals and implements the area's goals aligned with them. The SB supports and enables other roles whenever needed, specifically Interactions, as well as other people participating in the Stronghold processes.

- Define and implement a long-term facility planning strategy aligned with the company needs.
- Work with the Units and other company areas to define and manage the workspace efficiently and align it with the company's needs.
- Take care of the Health and Safety company and regulatory requirements.
- Take care of the overall building signage and other branding material required in the buildings.
- Develop and implement a sustainability strategy to reduce the company carbon footprint.
- Guarantee that workspace is consistent with the overall company goals and culture; align with other areas of the organisation.
- Design and manage the general administrative services.
- Nurture and manage day-to-day operations, services, and suppliers.
- Define, collect and disseminate to the relevant parties (BoD, Units, etc.) the workplace and other area KPIs that measure the impact of existing procedures and activities.
- Promote the development and usage of tools that support the workspace management.
- Contribute to keeping the company one step ahead regarding accounting and workspace best practices and efficiency.
- Be a "go-to person" for other people within the Stronghold area.
- Get recognition from people from different roles and areas of the organisation.
- Shape the Stronghold Blacksmith role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Shape the company's Stronghold area to unprecedented levels.
- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Encourages all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the Guardians community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum expected in

each impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Facilities	Manage the company facilities and assets, ensuring their operation, maintenance, improvement, and optimisation. Anticipate and plan risk management. Guarantee day-to-day operations, services, and suppliers. Define and organise office layouts according to current needs; manage dependencies in other areas. Ensure updated inventory management.
Policies & Procedures	Define the procedures and policies for good usage of the workplace. Ensure compliance with legislation concerning Health and Safety and other Stronghold areas. Ensure the plan, control, and budget execution are efficient and productive according to the needs of the Stronghold area.
Collaboration with other areas	Ensure every user request has an answer: guarantee continuous Stronghold support. Proactively share aggregated information about the office, allowing Units or other work areas to find better solutions for workplace utilisation. Proactively seek to understand how Units and other work areas continuously use the building to improve the Stronghold area.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Workplace	Improve people's experience within the company.
	Develop and implement a sustainability strategy to reduce the company's carbon footprint.
Long-term view	Define and implement a long-term facility planning strategy aligned with the company needs.
	Ongoing maintenance: considers all aspects of equipment upkeep and people's behaviour to achieve and sustain maximum equipment and operations efficiency.

Proficiency Impact Levels

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference	Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.
Be an Open-minded Leader	Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape. Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level). Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.
Be a Culture Disseminator	Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor. Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to remove potential organisational silos. Contribute to developing and establishing the CTW's social impact. Be a promotor of Diversity, Equity and Inclusion practices.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Influence Organisational Change

Be a driver of organisational sustainability, evolutions and changes inside CTW and BMW (business, technological, social and organisational) with a continuous improvement mindset. Maintain a comprehensive and adaptable understanding of the organisation, knowing all dimensions of the future strategy (including what to do and not to do), and have peer recognition to serve as their advocate, ensuring decisions account for diverse interests. Able to promote the integration of different domains and take the best from the market to potentiate those domains.

Be able to contribute and support the strategy actively. Contribute to the CTW vision and be a role model supporting its implementation. Contribute to make CTW resilient and create growth-oriented solutions. Shape BMW in the relevant areas of action and take all opportunities to influence BMW to make the right decisions.

Be an Industry Influencer

Be an active reference in influencing BMW, the industry (mobility sector, embedded systems, etc.), academia and external communities in a way that brings value, improves CTW visibility and creates opportunities to improve internally. Be one step ahead of the industry (trends and standards) and carry that knowledge inside. Contribute to industry changes (practices, methods, processes, technology). Be able to represent the organisation in several forums autonomously

Curiosity and Courage

Contributes to innovation at different levels, not focused on what already know but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not be afraid to change when things are not on the right path. Able to decide even when not everyone is in favour.

Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

•Role•

Director of First Impressions

Caring • Welcoming • Organise



The Director of First Impressions (DOFI) has the critical responsibility of being the first point of contact for JIMLand. They welcome people positively and professionally and make our guests feel at home. They are like Swiss army knives that combine different administrative skills. The Director of First Impressions coordinates front desk operations and offers administrative support across the organisation. They create positive and efficient experiences for individuals interacting with the organisation.

Capabilities

- Experience in front desk and administrative operations within an organisation.
- Good observation skills, attention to detail and good record-keeping skills.
- Able to develop and build good relationships.
- Great multitasking and stress management skills.
- Enjoy working with people and have the ability to deal with conflict when necessary.
- Excellent empathy and communication skills, making others feel comfortable during every interaction.
- Knowledgeable of health and safety.
- Knowledge and understanding of confidentiality issues.
- Able to respond to various needs and work pressures, including rapid response emergencies.
- Good communication skills in Portuguese and English.
- Exhibits passion and excitement about work.

Product Impact (up to Apply): My Area / The Vanguards Team

The Product impact of the Director of First Impressions is to keep up with the organisation's receptionist and front desk operations. They have unique importance in the first positive interactions with internal people and visitors. At this level, the DOFI responsibilities include answering phone calls, greeting visitors, handling correspondence, record-keeping, managing inquiries, and providing basic information about the organisation. The goal is to ensure people feel welcome and have a professional, positive initial experience with the company. We also expect that a DOFI can deal with a combination of administrative and problem-solving responsibilities. The Director of First Impressions plays a crucial role in creating a positive and efficient experience for individuals interacting with the organisation.

- Promote an excellent office experience for everyone, including our guests.
- Guarantee that people visiting us are adequately informed and feel comfortable during the visit.
- Guarantee the overall organisation of our facilities.
- Write accurate, legible operational logs, reports and statements.
- Manage inbound receivables/packages and forward them to the respective organisational or personal owners.
- Receive, register and sort daily correspondence.
- Execute tasks, responsibilities and accountabilities required by the area of action.
- Promote interface between different areas of the Vanguards team.
- Create, manage, and execute a backlog of its own activities aligned with other team members, avoiding redundancies and duplicate work.
- Support the management of the company facilities and ensure its operations, maintenance, improvement and optimisation.
- Active contributor and promoter of the Vanguards team integration, collaboration and engagement.
- Act with a sense of service and user focus.

Domain Impact (up to Advise): The Company Facilities Organisation

The domain of the Director of First Impressions focused on advanced and leadership-oriented functions within the organisation's administration. On top of the day-to-day operations, they are expected to take on additional responsibilities related to leadership, supervision, decision-making, improvement and definition of existing administrative procedures, coordination of front-desk operations, conflict resolution, reporting and documentation, and supervising and training other DOFI. They know how to improve communication and coordination with different roles and departments to promote the company's efficiency. They challenge the organisation to do better, fostering exceptional efficiency. They monitor, anticipate and improve what is not working and prioritise what should be improved. At this level, a Director of First Impressions is expected to contribute significantly to the company's overall organisation and administrative posture.

- Communicates appropriately and adequately to people who contact us via phone.
- Coordinate and plan all front-desk activities in all CTW facilities.
- Contribute to improve the general administrative services.
- Provide reporting and propose solutions to bottlenecks.
- Be a role model in all reception and administrative tasks.
- Supporting colleagues with administrative tasks whenever possible.
- Enforcing policies and procedures to ensure they are followed.
- Respond to enquiries and emergencies as needed.
- Communicate appropriately and adequately with the proper authorities as needed.
- Develop and implement a sustainability strategy to reduce the company's carbon footprint.
- Promote the principles and values of the company.
- Get recognition from people from different roles and areas of the organisation.
- Contribute to developing and protecting the organisation's culture, values and mindset.
- Be a "go-to person" for other people.
- Shape the Director of First Impression role.

•Role•

Master Chef

Nurturing · Caring · Community



The Master Chef (MCF) is a point of contact for employee wellbeing, which starts with addressing the basic physiological needs of our members. They take responsibility for office food and beverage supplies – from purchasing to distributing and baking delicacies. They ensure the canteen is kept in an excellent state of cleanliness at all times, and prepare coffee breaks for external meetings when necessary. The Master Chef is responsible for keeping our JIMLanders solid and ready to face any challenges. The essence of the Master Chef is a community builder.

Capabilities

- Knowledge of how to cook healthy and tasty food and snacks.
- Training on food safety and hygiene norms.
- Helpful and cheerful, generating a good mood among team members.
- Energetic – doesn't just wait for the fruit to arrive or for cookies to bake.
- Hates a messy kitchen– ensures everything is clean and properly organised.
- Assertive – cleanliness and a well-kept office are everyone's responsibility, not just a few people.
- Applies empathy and makes others feel comfortable during every interaction.
- Able to develop and build good relationships.
- Exhibits passion and excitement about work.

Product Impact (up to Apply): My Area / The Vanguard's Team

The Product impact of the Master Chef goes beyond providing culinary goods, delicious food and beverages in the canteen but also extends to the overall culture and engagement we want to establish within the community. The Master Chef is a community builder leveraging culinary skills and passion to create opportunities for people to connect, learn, and share experiences. Through these efforts, they contribute to developing a vibrant and interconnected community. At this level, the Master Chef can organise and maintain the canteen, keeping it in operation with excellent hygiene and providing food and beverages that people love.

- Provide healthy and tasty food and beverages.
- Keep the kitchen and surrounding areas in perfect cleaning and hygienic conditions.
- Maintain the kitchen service organised and functional.
- Manage the food stock so that waste is reduced and optimised.
- Support colleagues with coffee breaks with external visitors whenever possible and necessary.
- Reduce waste and promote sustainability practices.
- Promote a fantastic experience for everyone using our canteens, including our guests.
- Execute tasks, responsibilities and accountabilities required by the area of action.
- Promote interface and support colleagues in the different areas of the Vanguard's team.
- A creative contributor and promoter of the Vanguard's team integration, collaboration, and engagement.
- Act with a sense of service and user focus.

Domain Impact (up to Advise): The Company Facilities Organisation

The domain of a Master Chef goes beyond offering food and beverage and creating the community. They support the Vanguard team in creating a vibrant, efficient, forward-looking environment in all CTW buildings. They develop strategies to cope with the company's growth without losing the same level of services and community-builder mindset. They know how to implement new solutions to promote the company's values and mindset. They challenge the organisation to do better, fostering an exceptional people experience. The Master Chef monitors, anticipates and improves what is not working and prioritises what should be improved.

- Manage and organise the company canteens and surrounding areas.
- Monitor the usage of the canteens and anticipate changes to cope with the company's growth in a strategic way.
- Be creative and diverse to serve diverse tastes and healthy food.
- Be a role model in all food and beverage tasks.
- Enforcing policies and procedures to ensure they are followed.
- Respond to emergencies and unexpected situations as needed and be collaborative when it comes to solving them.
- Communicate appropriately and adequately with suppliers and service providers.
- Develop and implement a sustainability strategy to improve the company's positive impact on the environment.
- Promote the principles and values of the company.
- Be a vital connection point between people from different teams/ areas and between people and the office.
- Get recognition from people from different roles and areas of the organisation.
- Contribute to developing and protecting the organisation's culture, values and mindset.
- Be a "go-to person" for other people.
- Shape the Master Chef role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Shape the company's Stronghold area to unprecedented levels.
- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Encourages all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

•Role• Stronghold Sentinel

Observe · Security · Guard



The Stronghold Sentinel (SGS) keeps at bay any evildoers that may pose a threat to our JIMLand! Ensuring our people and visitors are adequately welcomed, they work closely together with the Director of First Impressions and Chief Security Hero to guarantee that every safety and security protocol is followed by everyone entering our premises. A Stronghold Sentinel uses exceptional observation, risk awareness and decision-making skills to protect the security of our JIMLand buildings by monitoring visitor activity and watching for suspicious behaviour. They also ensure the building is safe and ready for the next one at the end of the day.

Capabilities

- Good observation skills and attention to detail.
- Strong risk awareness and decision-making skills.
- Excellent empathy and communication skills.
- Able to develop and build good relationships without jeopardising security and formality.
- Enjoy working with people and have the ability to deal with conflicts when necessary.
- Able to respond to various needs and work pressures, including crisis management and rapid response emergencies.
- Knowledgeable of health and safety.
- Background in security services.
- Knowledge and understanding of confidentiality issues.
- Exhibits passion and excitement about work.

Product Impact (up to Apply): My Area / The Vanguard's Team

The Product impact of the Stronghold Sentinel is more than a security receptionist or first point of contact, they have unique responsibilities. The Stronghold Sentinel manages security measures at the entrance to our buildings and the overall facilities. We expect from them a combination of administrative tasks and security-related responsibilities, keeping the facilities monitored and secure, enforcing access control policies, and keeping emergencies under control. The Stronghold Sentinel contributes significantly to maintaining an organisation's safe and welcoming environment for internal people and those who visit us.

- Guarantee the overall safety and security of our facilities.
- Promote a fantastic experience for all people approaching our facilities.
- Activate or deactivate people's badges as needed.
- Monitor the traffic in and out of the building and keep non-authorised people away from the facilities.
- Observing while looking for policy violations.
- Write accurate, legible operational logs, security reports and statements.
- Manage inbound receivables/packages and forward them to the respective organisational or personal owners.
- Execute tasks, responsibilities and accountabilities required by the area of action.
- Be a role model in all reception and security tasks.
- Promote interface between different areas of the Vanguard's team.
- Create, manage, and execute a backlog of its own activities aligned with other team members, avoiding redundancies and duplicate work.
- Support the management of the company facilities and ensure its operations, maintenance, improvement and optimisation.
- Active contributor and promoter of the Vanguard's team integration, collaboration and engagement.
- Act with a sense of service and user focus.

Domain Impact (up to Advise): The Company Facilities Security

The domain of a Stronghold Sentinel is focused on advanced and leadership-oriented functions within the organisation's security. On top of the day-to-day operations, they are expected to take on additional responsibilities related to leadership, supervision, decision-making, investigation, risk assessment, crisis management, strategic planning, supervising, and training other SGS. They know how to implement new solutions and policies to promote the company's security. They challenge the organisation to do better, fostering exceptional security. They monitor, anticipate and improve what is not working and prioritise what should be improved. A Stronghold Sentinel at this level is expected to contribute significantly to the overall security posture of the organisation.

- Enforcing policies and procedures to ensure they are followed.
- Respond to crises and emergencies as needed.
- Assess risks and implement risk avoidance and mitigation actions as needed.
- Communicate appropriately and adequately with the proper authorities as needed.
- Define and execute the security plan for all CTW facilities.
- Support the Health and Safety company and regulatory requirements.
- Develop and implement a sustainability strategy to reduce the company's carbon footprint.
- Contribute to improve the general Stronghold administrative services.
- Contribute to keeping the company one step ahead regarding physical security, risk management and access control.
- Promote the principles and values of the company.
- Get recognition from people from different roles and areas of the organisation.
- Contribute to developing and protecting the organisation's culture, values and mindset.
- Be a "go-to person" for other people.
- Shape the Stronghold Sentinel role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Shape the company's Stronghold area to unprecedented levels.
- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Encourages all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

Document Information

Revision History			
Version	Date	Description	Reviewer
...	September 2018	Book of Roles, edition 1 Deprecated CTW-2019- DOC-00018, version 6.2.	Several contributors.
1.0	March 2024	Book of Roles, edition 2 CorpOps Roles, without avatars.	Several contributors.
1.1	July 2024	Typos revision and avatars update.	Several contributors.
1.2	April 2025	Roles update.	Several contributors.

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