

BUSINESS DEVELOPMENT

Core Skill Clusters

- Research and Analysis
- Communication
- Leadership

ROLE WITH IMPORTANT TASKS	VALUE PROFILE
<p>Corporate Development Manager</p> <ul style="list-style-type: none"> • Lead the development of strategic and financial models including the assessment of the response to market conditions, competitive pressures, business challenges, and return on assets • Lead the development, preparation and presentation of analysis results to senior management • Identify and recommend viable solutions to streamline capital planning processes • Identify sources of data and influence data procurement to support performance measurement, comparative metrics and dashboards, as well as strategic and capital planning and analysis • Consult with business units to keep measures aligned with strategic initiatives and when possible with industry standards and/or benchmarks 	<p>SKILLS:</p> <p><i>Research and Analysis</i></p> <ul style="list-style-type: none"> • Research, gather and organize capital and financial data • Analyze, model, and forecast information for capital business case development • Quantitative and statistical analysis and evaluation <p><i>Communication</i></p> <ul style="list-style-type: none"> • Strong oral and written communication • Persuasion and influence • Executive presentations • Strong computer skills <p><i>Leadership</i></p> <ul style="list-style-type: none"> • Facilitate senior management discussion • Develop consistent methodology for strategic planning across business units • Foster team interactions and facilitate conflict resolution <p>ABILITIES:</p> <ul style="list-style-type: none"> • Relate financial information to the broader business • Cultivate and maintain effective partnerships/working relationships, as well as influence <p>KNOWLEDGE/EXPERIENCE:</p> <ul style="list-style-type: none"> • Experience in budgeting and long range planning • Thorough understanding of financial statement construction and analysis • Experience in consulting, project management and staff supervision • Strong knowledge and understanding of accounting principles and rules
<p>Strategic Planner</p> <ul style="list-style-type: none"> • Identify potential growth opportunities • Develop and manage project work plans and implementation plans for pursuing new opportunities • Perform analysis in support of business development efforts and managing, including financial modeling and primary market research 	<p>SKILLS:</p> <p><i>Research and Analysis</i></p> <ul style="list-style-type: none"> • Research – source, gather, organize information • Financial and market analysis • Evaluate and assess business opportunity <p><i>Communication</i></p> <ul style="list-style-type: none"> • Presentation, formal and informal

- Develop terms and terms sheets; develop negotiation strategy; lead and/or participate in the negotiations
- Lead/manage the contract development and due diligence processes associated with new alliances
- Secure buy-in and necessary approvals and manage related communications
- Streamline organizational structures and operation processes
- Lead strategic planning/implement best business practices

- Negotiation/closing deals
- Oral and written communication
- Create and draft proposals/reports
- Develop/build/manage client relationships

Management and Leadership

- Planning
- Project management
- Develop vision
- Recognize/implement team member talent
- Listen
- Coach and develop team capabilities
- Facilitate conflict resolution

ABILITIES:

- Develop strategy and/or implement strategy
- Ability to work effectively on a team
- Ability to sell an idea to get buy-in from critical players
- Personable/high energy
- Quick thinker/independent thinker
- Entrepreneurial initiative

KNOWLEDGE/EXPERIENCE:

- Marketing experience

CONSULTING

Core Skill Clusters

Research and Analysis

Problem Solving

Communication

Leadership

ROLE WITH IMPORTANT TASKS

Management Consultant Internal Consultant Specialty Consultant

- Define scope, recommend approach, and manage execution of major strategic planning projects for clients
- Codify frameworks and methodologies for approaching major strategic issues, both leveraging existing corporate intellectual capital and developing innovative concepts
- Apply various quantitative methods to analyze and interpret information from multiple data sources
- Critically review results, seeking opportunities to optimize business performance and provide actionable recommendations to clients
- Target potential clients and expand current accounts by evaluating business needs

VALUE PROFILE

SKILLS:

Research and Analysis

- Perform competitive analysis
- Perform extensive process and data analysis
- Analyze client issues, findings and proposals
- Research issues and synthesize findings

Problem Solving

- Frame solutions to client problems
- Recommend corrective or improvement actions
- Manage project implementation,
- Think creatively, independently and innovatively

Communication

- Strong writing skills for writing client reports
- Present and communicate ideas effectively both informally and formally
- Listen actively and ask critical/probing questions
- Provide/recommend valuable insights to clients
- Manage client relationships, often with middle and senior management

Leadership

- Work with project teams and cross-functional teams
- Lead an engagement team
- Initiate new ideas
- Self-manage and operate independently

ABILITIES:

- Strong academic performance
- Ability/interest in operating in ambiguous environments
- Strong detail-orientation
- Enhance processes to add significant value to client

KNOWLEDGE/EXPERIENCE:

- May be hired by some firms as a Manager, particularly into their IT practice.
- Significant project management and client management work experienced required for Manager role

CORPORATE SOCIAL RESPONSIBILITY	
ROLE WITH IMPORTANT TASKS	VALUE PROFILE

ENTREPRENEURSHIP

Core Skill Clusters

Research and Analysis

Leadership & Management

Communication

ROLE WITH IMPORTANT TASKS	VALUE PROFILE
<p>Entrepreneur</p> <ul style="list-style-type: none">• Create, sustain, and when necessary, dissolve a business entity• Organize resources and factors of production around new and innovative product or service• Efficiently and effectively direct resources to produce new and additional value• Direct all business activities and use of all business resources toward accomplishment of goal	<p>SKILLS:</p> <p><i>Research and Analysis</i></p> <ul style="list-style-type: none">• Calculate risk/benefit potential of new product or service• Research and understand market demographics and consumer needs• Convert market and product potential into resource terms• Synthesize, summarize and interpret research results <p><i>Leadership and Management</i></p> <ul style="list-style-type: none">• Envision innovative process, product or service• Initiate business processes• Change existing interactions• Organize available resources in new and more valuable ways• Focus energy on outcome and results• Build effective, energized and focused teams• Organize production and delivery resources• Use and manage the factors of production (land, labor, capital, intelligence and knowledge, and creativity)• Sustain a business entity <p><i>Communication</i></p> <ul style="list-style-type: none">• Articulate passion to reveal vision• Convey critical information• Translate vision for diverse audiences, including financial partners, employees, suppliers, and distributors <p>ABILITIES:</p> <ul style="list-style-type: none">• Passion for envisioned outcome to efficiently and effectively exercise innovative capability• Opportunist, with ability to recognize unmet or emerging market need• Willing to accept calculated personal, professional or financial risk to pursue opportunity <p>KNOWLEDGE/EXPERIENCE:</p> <ul style="list-style-type: none">• Strong beliefs about a market opportunity• Passionate expertise with strong insight into product or service area• Social entrepreneurs' principal objectives include the creation of a social and/or environmental benefit

FINANCE: INVESTMENT BANKING, INVESTMENT MANAGEMENT & PRIVATE EQUITY/VENTURE

CAPITAL

Core Skill Clusters

Research and Analysis

Communication

Management

ROLE WITH IMPORTANT TASKS	VALUE PROFILE
<p>Analyst – Credit Rating</p> <ul style="list-style-type: none"> • Monitor a portfolio of municipal securities • Produce analytical summaries of company credit data 	<p>SKILLS:</p> <p><i>Analysis</i></p> <ul style="list-style-type: none"> • Gather and analyze company financial statements, industry, regulatory, and economic information • Cash flow, financial analysis, and business analysis <p><i>Communication</i></p> <ul style="list-style-type: none"> • Write rating reports • Present information; respond to questions from managers and clients • Make presentations to rating committee and senior management
<p>Corporate Finance</p> <ul style="list-style-type: none"> • Collect and assess financial and analytical data • Work with a team on various analytical and statistical projects using graphs, tables, spreadsheets, and statistical ratios • Recommend long or short views on suitable equity positions • Prepare written ratings reports • Analyze new credit requests and make credit recommendations • Perform analysis of bank-wide financials on a profitability measurement, plan and general ledger basis • Perform analysis of income statements, balance sheets, and net interest margins • Translate operating plans and forecasts into financial plans and projections to insure that the organization achieves its financial targets, recommending appropriate corrective action as needed • Provide timely explanations of variances between actual results and forecasts/budgets, and direct management attention to corrective action where necessary • Evaluate proposals around pricing, marketing and distribution of products as they are brought to market 	<p>SKILLS:</p> <p><i>Financial</i></p> <ul style="list-style-type: none"> • Value and model companies using WACC, DCF, Free Cash Flow, Sensitivity and Projection analysis • Analyze financial statements quantitatively and qualitatively • Analyze firm positioning relative to financial markets <p><i>Research and Analysis</i></p> <ul style="list-style-type: none"> • Assess and forecast future consequences from strategic financial decisions of the firm • Measure program performance against the goals of the firm • Research and evaluate corporate client, industry, and type of security appropriate for financing • Analyze financing and investment choices open to the firm <p><i>Communication</i></p> <ul style="list-style-type: none"> • Present financing recommendations both formally and informally • Communicate ideas effectively both formally and informally • Sell your ideas; listen, align, propose, modify, and close <p><i>Management</i></p> <ul style="list-style-type: none"> • Initiate new project ideas • Innovate to add value to solutions • Work on project teams and cross-functional teams <p>ABILITIES:</p> <ul style="list-style-type: none"> • Understand relative valuation and how individual companies interact in the broad market • Work efficiently under pressure and manage multiple deadlines • Pay close attention to detail • Possess energy/stamina <p>KNOWLEDGE/EXPERIENCE:</p>

<p>General Finance</p> <p>Translate operating plans and forecasts into financial plans and projections to insure that organization achieves its financial targets and recommend appropriate action</p>	<ul style="list-style-type: none"> • Previous banking or mergers and acquisitions experience is a plus <p>SKILLS:</p> <p><i>Financial</i></p> <ul style="list-style-type: none"> • Value and model projects using WACC, DCF, Free Cash Flow, Sensitivity and Projection analysis • Manage credit risk of firm • Analyze financial statements quantitatively and qualitatively <p><i>Research and Analysis</i></p> <ul style="list-style-type: none"> • Analyze financing and investment choices open to the firm • Assess and forecast future consequences from strategic financial decisions of the firm • Measure subsequent program performance against the goals of the firm • Review monthly, quarterly and yearly operating results of the firm • Analyze past performance of projects to recommend changes/improvements <p><i>Project Management</i></p> <ul style="list-style-type: none"> • Initiate new project ideas and be innovative • Pay close attention to detail in project work • Work on project teams and cross-functional teams • Present and communicate ideas effectively both informally and formally • Interact and influence at all levels, from line staff through senior management <p>ABILITIES:</p> <ul style="list-style-type: none"> • Maintain focus on producing results <p>KNOWLEDGE/EXPERIENCE</p> <ul style="list-style-type: none"> • Strong accounting background, merger and acquisition experience and/or credit training are a plus • Understand managerial accounting and the impact it has upon firm positioning
<p>Private Banking Private Client Services Private Wealth Management</p> <ul style="list-style-type: none"> • Identify and develop new business opportunities • Provide investment advice and portfolio management to high net worth individuals • Present capabilities and strategies to clients and prospects • Coordinate client and team meetings • Coordinate execution of solutions with key financial product groups • Manage and administer the assets of major institutional investors such as pension funds, endowments, financial institutions, corporations and governments • Develop and manage relationships with wealthy individuals and family groups, advising them on ways to build and protect their financial assets • Complete projects and presentations on various 	<p>SKILLS:</p> <p><i>Communication</i></p> <ul style="list-style-type: none"> • Understand key client needs and advise clients in investment decisions • Create, build and manage long-term relationships • Exercise written and oral communication skills to convey information, facilitate client meetings, and meet client investment goals <p><i>Sales Management and Leadership</i></p> <ul style="list-style-type: none"> • Target prospective clients and develop marketing strategies to bring in new assets • Design creative wealth management approaches and sales focused initiatives • Facilitate and direct team resources to achieve investment goals <p>ABILITIES:</p> <ul style="list-style-type: none"> • Ability to calculate and take measured risk • Able to establish and maintain personal and professional integrity with clients and firm • Maintain high energy, drive to achieve, and entrepreneurial spirit • Work well in a meritocracy, and exercise good professional judgment <p>KNOWLEDGE/EXPERIENCE:</p> <ul style="list-style-type: none"> • Strong financial market knowledge

<p>products, market strategies, key transactions and research analysis for various business units</p> <ul style="list-style-type: none"> • Work closely with professionals throughout the organization, including senior private client services management, group heads, investment bankers, research analysts, product specialists and fellow associates 	
<p>Real Estate Finance</p> <ul style="list-style-type: none"> • Create financial models and complete analysis of real estate transactions • Review and evaluate leases and other real estate documents • Assist in preparing and executing real estate negotiations • Collect pertinent data and complete market analysis • Perform assessment, measurement and analysis functions using simulation models to measure current and planned exposures of net income and capital to risk • Prepare monthly reports, Balance Sheet and Income Statement forecasts, projections regarding interest rate spreads, ratios, GAAP analyses, and rate shock analyses • Reconcile forecasts of net income and the market value of portfolio equity with operating results, reporting variances, reasons and corrective action recommended • Perform cost benefit and break even analyses of products, services, programs and assets presently in place and/or proposed 	<p>SKILLS:</p> <p><i>Research and Analysis</i></p> <ul style="list-style-type: none"> • Analyze valuation and financial information • Quantify and qualify valuation and financing data through calculation of NPV, IRR, ROI, ROE, LTV • Create financial models to support financing proposal • Project and forecast future financial performance <p><i>Management and Leadership</i></p> <ul style="list-style-type: none"> • Strong organizational skills • Coordinate multiple projects and competing priorities • Facilitate team work among all transaction partners • Manage and direct team resources <p><i>Communication</i></p> <ul style="list-style-type: none"> • Strong interpersonal skills • Relationship building and client management • Excellent verbal and written communication skills • Presentation and persuasion skills <p>KNOWLEDGE/EXPERIENCE:</p> <ul style="list-style-type: none"> • Successful experience using comprehensive risk simulation models in a financial institution or classroom simulation of similar complexity • Experience in performing cost analysis of financial products and services • Exposure to Atlas, Dyna or project management software is a plus
<p>Risk Management</p> <ul style="list-style-type: none"> • Identify, assess, monitor and control the risks inherent in transactions • Conduct underwriting, portfolio analysis and management, deal structuring, statistical modeling and risk calculation through mastery of various risk processes and tools • Evaluate new trade and deal structures • Establish proper risk controls and limits on business activity • Assess pricing and valuation models • Develop risk measurement and analysis 	<p>SKILLS:</p> <p><i>Research and Analysis</i></p> <ul style="list-style-type: none"> • Seek pertinent data, challenge assumptions and consistently execute • Evaluate data and information to build RM models and assess risk potential • Identify, assess, monitor and control transaction risk potential • Create accurate statistical models • Master use of risk management processes and tools to measure, manage and control risk <p><i>Management and Leadership</i></p> <ul style="list-style-type: none"> • Innovative and conceptual thinking • Set and achieve key financial management goals • Make disciplined decisions • Exceptional written and oral communication skills • Build strong relationships with functional teams

<p>methodologies</p> <ul style="list-style-type: none"> • Build stress testing tools and event risk analysis tools • Develop integrated risk reports for senior management • Prepare counterparty credit reviews and portfolio reviews • Analyze potential credit risk exposure for various derivative transactions 	<p>ABILITIES:</p> <ul style="list-style-type: none"> • Leadership ability and enthusiasm to further develop leadership potential • Flexibility and adaptability to change
<p>Securities Analyst</p> <p>Equity Research – Buy Side</p>	<p>SKILLS:</p> <p><i>Research</i></p> <ul style="list-style-type: none"> • Research and evaluate companies • Research market and industry trends • Synthesize and interpret data <p><i>Analytical: Quantitative and Qualitative</i></p> <ul style="list-style-type: none"> • Formulate levels of risk • Company analysis • Evaluate financial standing of investments and financial statements • Analyze investments based on qualitative information, such as the company’s philosophy, staff, etc. <p><i>Communication</i></p> <ul style="list-style-type: none"> • Strong writing skills • Organize and communicate decisions • Build relationships and maintain contact with investment banks and corporate representatives <p><i>Management</i></p> <ul style="list-style-type: none"> • Manage investment exposures within a controlled risk framework • Formulate buy/sell ideas and recommendations, and participate in decision making • Organize work flow and tasks • Pay close attention to detail <p>ABILITIES:</p> <ul style="list-style-type: none"> • Operate with self-confidence and independence • Utilize curiosity and creative thinking • Maintain integrity and exercise good judgment <p>KNOWLEDGE/EXPERIENCE:</p> <ul style="list-style-type: none"> • Accounting background • Knowledge and passion for the market and investing
<p>Securities Analyst</p> <p>Equity Research – Sell Side</p> <ul style="list-style-type: none"> • Conduct original research developing and enhancing stock selection models • Work with active Equity Portfolio Managers to test 	<p>SKILLS:</p> <p><i>Research and Analysis</i></p> <ul style="list-style-type: none"> • Analyze individual company data, industry trends, and macro-economic factors • Interview company representatives to gather qualitative research data • Create financial models using Excel and other technology tools • Synthesize and interpret data • Calculate and quantify equity valuation

<p>the latest thinking on stock selection, asset allocation, industry forecasting, risk management and optimization</p> <ul style="list-style-type: none"> • Conduct financial analyses and valuations of companies, analyze corporate strategies, and develop insights into the capital market's perspective of a company • Work with client service teams to identify and evaluate critical financial and strategy issues • Create and maintain financial models • Write company and industry reports and notes on companies for distribution to the institutional and retail clients • Market recommendations to institutional clients • Speak to senior management to obtain company and industry information. • Develop models for stock selection, sector allocation, performance attribution and portfolio risk analysis • Perform fundamental and valuation analysis and recommend long and short views 	<ul style="list-style-type: none"> • Forecast earnings and stock prices • Pay close attention to details <p><i>Communication</i></p> <ul style="list-style-type: none"> • Write research reports and updates on companies and industries • Present and research ideas and sell recommendations to institutional clients both directly and through sales force • Prepare written material for morning calls <p>ABILITIES:</p> <ul style="list-style-type: none"> • Comfortable formulating and giving an opinion • Adept at building working relationships with clients and sales force • Ability to establish integrity and exercise good judgment <p>KNOWLEDGE/EXPERIENCE:</p> <ul style="list-style-type: none"> • Accounting background very helpful • Involved in personal investing or mock portfolio, research report • Passion for the market
<p>Trader</p> <ul style="list-style-type: none"> • Execute trades and track orders • React effectively in a constantly changing environment, operating as a market maker, while buying and selling for the firm's portfolio • Gather and assess information from economic reports, market fluctuations and political situations and use that information to analyze the impact on the markets • Develop quantitative models for equities or fixed income trading • Execute statistical arbitrage • Construct market neutral portfolios 	<p>SKILLS:</p> <p><i>Management and Leadership</i></p> <ul style="list-style-type: none"> • Ability to manage people effectively • Act as liaison to facilitate transactions among multiple parties • Analyze and improve information flow among traders on desk <p><i>Financial</i></p> <ul style="list-style-type: none"> • Assess/ initiate risk positions for various markets • Understand various products on a macro and micro level <p>ABILITIES:</p> <ul style="list-style-type: none"> • Work efficiently and effectively under pressure • Handle and prioritize multiple tasks competing for time • Conduct business with decisiveness and sound judgment • Express and nurture passion for the markets • Take measured and calculated risks <p>KNOWLEDGE/EXPERIENCE:</p> <ul style="list-style-type: none"> • Understand how financial markets operate from a broad perspective and relative to marketplace

GENERAL MANAGEMENT

Core Skill Clusters

Analysis

Communication

Management

ROLE WITH IMPORTANT TASKS	VALUE PROFILE
<p>Manager</p> <ul style="list-style-type: none">• Develop strategy and concepts, implement projects, work in cross-functional and international teams• Conduct competitive/industry analysis• Identify business opportunities, leverage creativity and entrepreneurial freedom• Provide project leadership in matrix teams• Conduct market studies, research competitive intelligence reports and analyze results• Develop and recommend strategies for various businesses under the corporate umbrella	<p>SKILLS:</p> <p><i>Analysis</i></p> <ul style="list-style-type: none">• Analyze business, budget and financial data• Quantitative and qualitative analysis skills• Identify, quantify and solve key business problems <p><i>Communication</i></p> <ul style="list-style-type: none">• Oral and written• Adjust communication to needs of different audiences• Articulate vision clearly• Listen and respond to diverse perspectives <p><i>Management</i></p> <ul style="list-style-type: none">• Establish compelling vision, and convert vision to action• Manage projects, capital and financial resources, and people• Coach, nurture and challenge team potential• Initiate necessary actions to correct issues or achieve goals• Build partnerships and alliances to achieve business goals and objectives• Resolve conflicts and understand key stakeholder needs <p>ABILITIES:</p> <ul style="list-style-type: none">• Demonstrated entrepreneurial ability in a business initiative or large project• Hands-on, risk taker• Willingness to accept responsibility• Geographic flexibility; extensive travel may be required as projects may be located throughout the world• High level of flexibility; comfortable with constant and rapid change• Ability to work comfortably in international settings <p>KNOWLEDGE/EXPERIENCE:</p> <ul style="list-style-type: none">• Foreign language skills a plus

HUMAN RESOURCES

Core Skill Clusters

Analysis

Communication

Management and Leadership

ROLE WITH IMPORTANT TASKS	VALUE PROFILE
Human Resource Information Systems Analyst	<p>SKILLS:</p> <p><i>Research and Analysis</i></p> <ul style="list-style-type: none">• Strong research, analytical, and problem-solving skills• Evaluate and synthesize data• Develop innovative solutions <p><i>Communication</i></p> <ul style="list-style-type: none">• Effective listening and questioning skills• Presentation• Oral and written communication skills <p><i>Management and Leadership</i></p> <ul style="list-style-type: none">• Initiate action• Build and maintain strategic relationships• Teamwork• Project management• Budget management <p>ABILITIES:</p> <ul style="list-style-type: none">• Ability to maintain integrity and professionalism• Ability and willingness to travel• Strong computer and technology abilities <p>KNOWLEDGE/EXPERIENCE:</p>
Compensation and Benefits Analyst	<p>SKILLS:</p> <p><i>Research and Analysis</i></p> <ul style="list-style-type: none">• Research, analysis and data management• Evaluate and synthesize data• Quantify data and create models• Strong math skills <p><i>Communication</i></p> <ul style="list-style-type: none">• Listening and questioning skills• Attention to detail• Written and verbal communication skills• Presentation

	<p><i>Management and Leadership</i></p> <ul style="list-style-type: none"> • Problem-solving skills • Planning and organizing • Teamwork and leadership • Project Management • Financial and budget management <p>ABILITIES:</p> <ul style="list-style-type: none"> • Ability to maintain integrity and professionalism • Computer and technology capabilities <p>KNOWLEDGE/EXPERIENCE:</p> <ul style="list-style-type: none"> • Display a commitment to employee benefits, compensation, or healthcare through a summer internship or part-time job and classes/project work focusing on these or related subjects • Desire to further technical knowledge by participating in the organization-sponsored Certified Employee Benefits Specialist (CEBS) exam study program or seeking designation as a Certified Compensation Professional (CCP), if desired
<p>Strategy and Operations Consultant</p>	<p>SKILLS:</p> <p><i>Research and Analysis</i></p> <ul style="list-style-type: none"> • Analytical skills • Strong quantitative skills • Innovation and creativity • Develop customized solutions <p><i>Communication</i></p> <ul style="list-style-type: none"> • Listen and ask probing questions • Oral and written communication • Presentation • Convey complex information in a clear manner • Persuade and negotiate • Interpersonal relationship management skills <p><i>Management and Leadership</i></p> <ul style="list-style-type: none"> • Build and maintain effective client relationship • Initiate action • Manage client engagements, project budget and timelines • Lead project team • Solve problems to deliver satisfaction • Goal setting with results orientation <p>ABILITIES:</p> <ul style="list-style-type: none"> • Ability to adapt to rapid change • Ability to maintain professional presence and charisma • Express and deliver passion for role

MARKETING

Core Skill Clusters

Research and Analytical
Management
Communication

ROLE WITH IMPORTANT TASKS	VALUE PROFILE
<p>Manager</p> <ul style="list-style-type: none"> • Build deeper and more profitable customer relationships through analysis, including segmentation, customer profiling, customer life-cycle management, incorporating acquisition, cross-sell, up-sell and win-backs • Perform advanced analysis to improve effectiveness of off-line and on-line marketing programs • Provide support as well as strategic direction for developing and enhancing sales promotions • Stimulate incremental sales, reduce costs and extend member life span • Develop and implement a marketing and communication strategy utilizing advertising, direct mail, print, trade shows, design and layout of catalog material, sales kits, advertising, creative copy writing/editing, event support, newsletters, online promotions/mini-sites and sweepstakes • Identify, evaluate and analyze new product opportunities and new product concepts • Lead project teams in the development and commercialization of potential new product opportunities 	<p>SKILLS:</p> <p><i>Research and Analytical</i></p> <ul style="list-style-type: none"> • Analyze marketing plans and programs • Forecast revenues and develop budgets • Analyze Profit & Loss (P&L) statements <p><i>Management and Leadership</i></p> <ul style="list-style-type: none"> • Organize and manage resources • Execute trade and consumer promotions • Manage and/or monitor budget • Lead cross-functional teams • Find new solutions to problems <p><i>Communication</i></p> <ul style="list-style-type: none"> • Present marketing plans to senior management • Communicate with individuals across the organization • Negotiate contracts with vendors, advertisers, etc. • Resolve conflict • Build consensus <p>ABILITIES:</p> <ul style="list-style-type: none"> • Pay close attention to details • Show enthusiasm and initiative • Be comfortable making a decision with incomplete information
<p>Brand Manager, CPG</p> <ul style="list-style-type: none"> • Oversee and manage brand equity, including positioning, advertising, consumer promotion and pricing • Set strategic direction through development of the annual marketing plan, including on-going business reviews of product formulation, product specifications, production processes and schedules, product availability and quality standards • Manage brand financials including profit and loss, budget development and variance reconciliation • Identify, sell, and execute incremental business opportunities 	<p>SKILLS:</p> <p><i>Research and Analytical</i></p> <ul style="list-style-type: none"> • Analyze marketing data and consumer trends • Perform competitive analysis • Forecast revenues and develop budgets • Analyze business issues and opportunities <p><i>Management</i></p> <ul style="list-style-type: none"> • Organize and manage multiple tasks/assignments to meet deadlines • Coordinate product launches and product improvements • Execute trade and consumer promotions • Manage and/or monitor budget, P & L • Initiate new creative ideas <p><i>Communication</i></p> <ul style="list-style-type: none"> • Develop clarity of purpose for your brand

	<ul style="list-style-type: none"> • Present product programs to senior management • Communicate with individuals across the organization • Negotiate contracts with vendors, advertisers, etc. <p>ABILITIES:</p> <ul style="list-style-type: none"> • Focus work to produce results • Achieve corporate goals through brand management • Own the brand; manage profit and loss • Be comfortable making a decision with incomplete information
<p>Financial Services Marketing Manager</p> <ul style="list-style-type: none"> • Conceptualize creative marketing strategies and campaigns • Manage projects from inception through creation and implementation • Manage profitability and success of business through marketing campaigns • Identify new market segments • Develop new programs and products • Evaluate cost benefit and return on investment for marketing initiatives • Collaborate with cross-functional groups to leverage organizational synergies to execute programs • Manage external and internal relationships • Manage new product launch implementation • Analyze consumer spending data and make recommendations 	<p>SKILLS:</p> <p><i>Research and Analytical</i></p> <ul style="list-style-type: none"> • Analytical, both quantitatively and qualitatively • Analyze consumer behavior and market data • Innovative • Conceptualize <p><i>Management</i></p> <ul style="list-style-type: none"> • Ability to manage projects effectively • Plan and manage marketing campaigns • Manage budget and human resources <p><i>Communication</i></p> <ul style="list-style-type: none"> • Conceptualize and sell ideas internally • Negotiate, communicate and present • Team player with good interpersonal skills • Relationship management
<p>Market Research Analyst</p> <ul style="list-style-type: none"> • Market research analysts are concerned with a product or service's potential sales. • They study past statistics to predict future sales, gather data on competitors, and provide the necessary information for deciding how to promote, distribute, design and price products or services. • They devise methods and procedures, including telephone, personal or mail surveys, to assess consumer preferences. • Analysts may conduct opinion research to determine public attitudes on various issues. 	<p>SKILLS:</p> <p><i>Research and Analytical</i></p> <ul style="list-style-type: none"> • Strong analytical skills • Market research methodologies and skills • Synthesize research data • Independently research market data and consumer issues <p><i>Creative and Problem Solving</i></p> <ul style="list-style-type: none"> • Innovation • Interpersonal team skills <p><i>Communications</i></p> <ul style="list-style-type: none"> • Present findings in a clear, meaningful way • Write research reports • Convey complex information in models to support recommendations <p>ABILITIES:</p> <ul style="list-style-type: none"> • Ability to focus on detail • Dedicated to long hours of study; patience and persistence <p>KNOWLEDGE/EXPERIENCE:</p> <p>Quantitative skills are very important to marketing researchers, so courses in</p>

	mathematics, statistics, econometrics, sampling theory, survey design and computer science are extremely helpful.
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NON PROFIT MANAGEMENT

Core Skill Clusters

Communication

Research and Analysis

Leadership & Management

ROLE WITH IMPORTANT TASKS	VALUE PROFILE
<p>Program Manager</p> <ul style="list-style-type: none"> • Develop strategy and concepts, implement projects, work in cross-functional and international teams • Conduct industry analysis, identifying trends, technological changes, and financial implications • Conduct market studies, research competitive intelligence reports and analyze results • Identify opportunities, leverage creativity and entrepreneurial freedom • Provide project leadership in matrix teams • Manage relationships with lending institutions, grant-making organizations, investment managers, insurers, auditors and government agencies • Provide high-level financial expertise and leadership, anticipating needs before they become problems • Assess business objectives and resource needs, determine staffing and funding levels, and identify growth areas • Manage systems for ensuring financial integrity, including internal controls and compliance with all governmental and industry standards • Analyze financing and investment choices • Project future consequences from strategic financial decisions • Measure program performance against goals 	<p>SKILLS:</p> <p><i>Communication</i></p> <ul style="list-style-type: none"> • Strong writing skills • Ability to communicate effectively with board members, senior management, peers, subordinates, and clients • Presentation skills • Coach and consult in process improvement initiatives <p><i>Research and Analysis</i></p> <ul style="list-style-type: none"> • Source, gather and organize data and market information • Analyze, evaluate and synthesize information • Create financial and economic models to support proposals • Analyze business processes, propose and implement improvements • Quantitative analysis and qualitative reasoning <p><i>Leadership and Management</i></p> <ul style="list-style-type: none"> • Articulate organizational mission • Establish goals and plans to accomplish mission • Manage projects • Train, coach, and develop team members • Facilitate team performance <p>ABILITIES:</p> <ul style="list-style-type: none"> • Ability to convert passion for the mission of the organization into business actions • Willingness to accept responsibility • High level of flexibility and a tolerance for ambiguity • Ability to manage constant change • Self starter, resourceful, hands-on, risk taker • Foreign language skills a plus, depending on population served by organization <p>KNOWLEDGE/EXPERIENCE:</p> <ul style="list-style-type: none"> • Prior experience in a core business function, and ability to leverage through a related role in a different environment • Demonstrated entrepreneurial ability in a business initiative or large project, or experience in an entrepreneurial culture

OPERATIONS

Core Skill Clusters

Research and Analysis

Problem Solving

Communication

ROLE WITH IMPORTANT TASKS	VALUE PROFILE
<p>Operations Research Analyst</p> <ul style="list-style-type: none"> Formulate mathematical or simulation models of problems, relating constants and variables, restrictions, alternatives, conflicting objectives, and their numerical parameters. Collaborate with others in the organization to ensure successful implementation of chosen problem solutions. Analyze information obtained from management in order to conceptualize and define operational problems. Perform validation and testing of models to ensure adequacy; reformulate models as necessary. Collaborate with senior managers and decision-makers to identify and solve a variety of problems, and to clarify management objectives. Define data requirements; then gather and validate information, applying judgment and statistical tests. Study and analyze information about alternative courses of action in order to determine which plan will offer the best outcomes. Prepare management reports defining and evaluating problems and recommending solutions. Break systems into their component parts, assign numerical values to each component, and examine the mathematical relationships between them. Specify manipulative or computational methods to be applied to models. 	<p>SKILLS:</p> <p><i>Research and Analysis</i></p> <ul style="list-style-type: none"> Analyze business operations Analyze production and delivery requirements Analyze systems and workflow Reviewing related information <p><i>Problem Solving</i></p> <ul style="list-style-type: none"> Develop and evaluate options Implement solutions Critical Thinking <p><i>Communication</i></p> <ul style="list-style-type: none"> Active listening; articulate oral communication Business writing skills Presentation Convey complex information in simplified terms Collaborate <p>ABILITIES:</p> <ul style="list-style-type: none"> Pay close attention to detail Exercise patience and persistence
<p>Operations Manager</p> <ul style="list-style-type: none"> Define and articulate business processes Perform analysis on any aspect of the supply chain Evaluate vendors and potential supply chain partners Research industry best practices Communicate goals to cross functional teams Develop strategies to cut costs, improve quality, and improve customer satisfaction Examine opportunities to streamline production, purchasing, warehousing, distribution, and financial forecasting. Ensure that projects are implemented according to agreed on-time and cost metrics 	<p>SKILLS:</p> <p><i>Management</i></p> <ul style="list-style-type: none"> Set quality standards Organize operations to flow in a meticulous manner Evaluate business processes to optimize resources Develop business goals and organize resources for optimum efficiency Respond to changing conditions <p><i>Communication</i></p> <ul style="list-style-type: none"> Provide clear direction to team members Coach, counsel and train team members in new methods or processes Write and present operations reports for senior management Convey budgetary information, variances and reconciliations clearly <p><i>Research and Analysis</i></p>

- Analyze supply chain and develop improvement opportunities
- Maintain up to date awareness of new methods and technologies to improve productivity
- Evaluate vendor proposals for cost/benefit value
- Make recommendations for capital investments based on productivity or competitive improvement potential

ABILITIES:

- Ability to drive implementation of solutions to completion
- Ability to leverage political astuteness and organizational savvy

KNOWLEDGE/EXPERIENCE:

- Familiarity with distribution center operations, transportation, supplier operations, operations management, cost-benefit analysis, process improvement, and logistics strategy