

MBA Career Ladder

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Amir Muradali
President of The Association of MBAs in Canada.

Introduction

This document outlines the framework and details of the MBA Career Ladder being introduced by the Association of MBAs in Canada (AMBAC). The career ladder, we believe, moves the MBA talent pool closer to its collective potential by creating a system that benchmarks career progress over the full career span of individual MBAs.

The MBA Career Ladder introduces structure that guides the professional growth of an MBA beyond b-school. This structure will ensure individuals who have invested in an MBA, receive maximum value from their MBA in the form of challenging, purposeful and lucrative careers. The structure will also ensure employers who hire MBAs, receive more value from their hires in the form of high impact business results.

Background

When it comes to the value of an MBA, focus is often placed on the period immediately after graduation such as the starting salary (for determining ROI) and the number of jobs available upon graduation. However for each individual who has invested in an MBA, the true value is received not just in the first year or two after graduation, but over their entire post-MBA career.

It is well known that an MBA will change jobs, companies and industries multiple times in their post-MBA career. This is true regardless of where MBAs begin their careers – in the traditional industries that hire MBAs such as finance, consulting or telcos, or in the broader industry that don't necessarily seek MBA talent. The challenge however is that the variability in jobs, assignments, and employers' preparedness to hire and groom MBAs, creates substantial inconsistencies in career experiences for each individual MBA.

While some MBAs land in opportunities that foster their professional growth, others are not so fortunate. They take on jobs that fill a short-term need for a specific skill set, and/or they sign up with companies that do not invest in MBA growth. This leads to MBAs being pigeon-holed, in career stagnation, frustrated and working in silent despair when alternatives are scarce.

However it isn't just the MBAs who are challenged. Employers are equally challenged by the increased variability of MBAs, which is a function of both pre-MBA background, post-MBA experience, the caliber of MBA program, academic standing and individual attributes. This variability dramatically increases the risk of mis-hires. With the costly nature of recruitment, and this increased risk of mis-hires, employers' appetite for investing in MBA talent diminishes.

This problem has persisted for a while and is becoming more pronounced now with increased MBA supply. As a result, today there are more and more MBAs who are dissatisfied with their career trajectory, who don't have a growth plan with their employers, who have stagnated, who are grossly mis-utilized or under utilized in their current jobs. There are also more and more employers who are challenged with identifying the right MBA talent for their business needs, and therefore choose to go with talent that has more tangible skill sets but no business fundamentals.

Solving this growing problem is going to be important for MBAs to enjoy a productive, growth-oriented career, and for employers to tap into the deep potential of the MBA talent pool. This solution must be reached in partnership with employers, however it is up to us, the ones who have invested in the MBA, to take the lead in this endeavor.

The MBA Career Ladder moves us one step closer to the solution. By introducing a structured growth map for MBAs, we introduce common language and clarity on the value of MBA talent. This structure, we believe, not only alleviates the risk of career stagnation for MBAs, but also provides a systematic approach for MBAs to clarify their aspirations and reach for them. For employers, this structure also provides promise in not only reducing the risk of hiring wrong talent, but also the opportunity of consistent, high quality value received from their MBA talent.

Below we provide an overview of the MBA Career Ladder, along with the primary benefits for both MBAs and employers.

MBA Career Ladder Overview

The MBA Career Ladder consists of two tracks – the Leadership track and the Specialist Track.

The Leadership track is for those MBAs who wish to work their way towards C-Level executive roles. This track provides specific benchmarks to be achieved as you assume increasingly challenging leadership roles. The objective of this track is to develop exceptional, proven versatile executive leaders (at the c-level) who have the ability to lead in various contexts.

The Specialist track is for those MBAs who have an area of specialty or interest, and want to be recognized experts in their respective fields. This track provides specific benchmarks to be achieved as you deepen your expertise. The objective of this track is to develop experts who are recognized and sought after globally.

Outlined below are the key features of the MBA Career Ladder:

- **Levels and Candidacy.** Each career track is broken down into levels. There are 6 levels for the Leadership track, and 5 for the Specialist track (see figure below). Attaining a level requires you to meet specific criteria. For each level, you can (a must in some cases) qualify for candidacy (e.g. Level 2 Leader Candidate), which signals to employers your readiness for opportunities to meet the requirements for the respective level.
- **Achievement-oriented.** The MBA Career Ladder is entirely based on achievement. Each career track provides specific sets of achievements in order to grow and progress to the next level. Once achieved, you may list yourself as “Level ## Leader or Specialist”. Although training programs and certifications do not count towards achieving a level, you are encouraged to seek necessary training you believe will enable you to achieve the specific level requirements.
- **Dual Track Achievement.** MBAs may choose to attain levels in both the Leadership and Specialist track. In this case, attainment of a specific level in one track will not influence

attainment of any levels in the other. You will be evaluated as per the requirements for each track separately.

- **Jumping Levels.** Depending on your current circumstances, you may choose to qualify for a level without ever attaining preceding levels. For example, a mid-level leader may choose to qualify for Level 3b Leader, without having to qualify for Levels 1, 2 and 3a Leader.
- **Standards.** The criteria for achieving a level in the MBA Career Ladder essentially set standards of achievement. These standards are high to distinguish excellence in talent. Our hope is for all MBAs to meet these standards so MBA talent is distinguished from the broader talent pool.
- **Eco system.** The MBA Career Ladder is an essential component of the talent management ecosystem, which has you, the MBA, at the core. This talent management eco system, which we plan to create, also involves employers, training providers, and career coaches, each playing a part to further MBA talent.
- **Confidentiality.** All information collected for candidate review and evaluation will be managed with utmost confidentiality. Where we need to share information with others, we will do so with prior consent.

Benefits to MBAs and Employers

The MBA Career Ladder offers a number of benefits to both employers and MBAs. Outlined below are some of the benefits to each group.

Benefits to MBAs

- **Security in your Growth.** The MBA Career Ladder offers MBAs a continuum for growth, so no matter how many times jobs are changed or companies are switched, or even periods of absence such as parental leave, the MBA Career Ladder gives MBAs credit for what they have achieved, and positions them for increasingly challenging roles. This gives you, the MBA, security in pursuing growth opportunities.
- **Signaling Accomplishment.** The MBA Career Ladder offers you the opportunity to signal your level of accomplishments based on a common framework that is simple, actionable and valued by employers.
- **Enhanced Value.** The absence of such a structure makes it difficult for both MBAs and employers to accurately value individual MBA talent. MBAs will typically overvalue themselves, and employers will undervalue MBAs. The MBA Career Ladder provides a common framework, with common language that will narrow this valuation gap.
- **Clarity and Job Design.** The MBA Career Ladder establishes clear sets of accomplishments that are widely applicable regardless of industry and function. These accomplishment targets

provide you the opportunity to evaluate and influence jobs and work assignments, to ensure your efforts contribute to your growth in the long term.

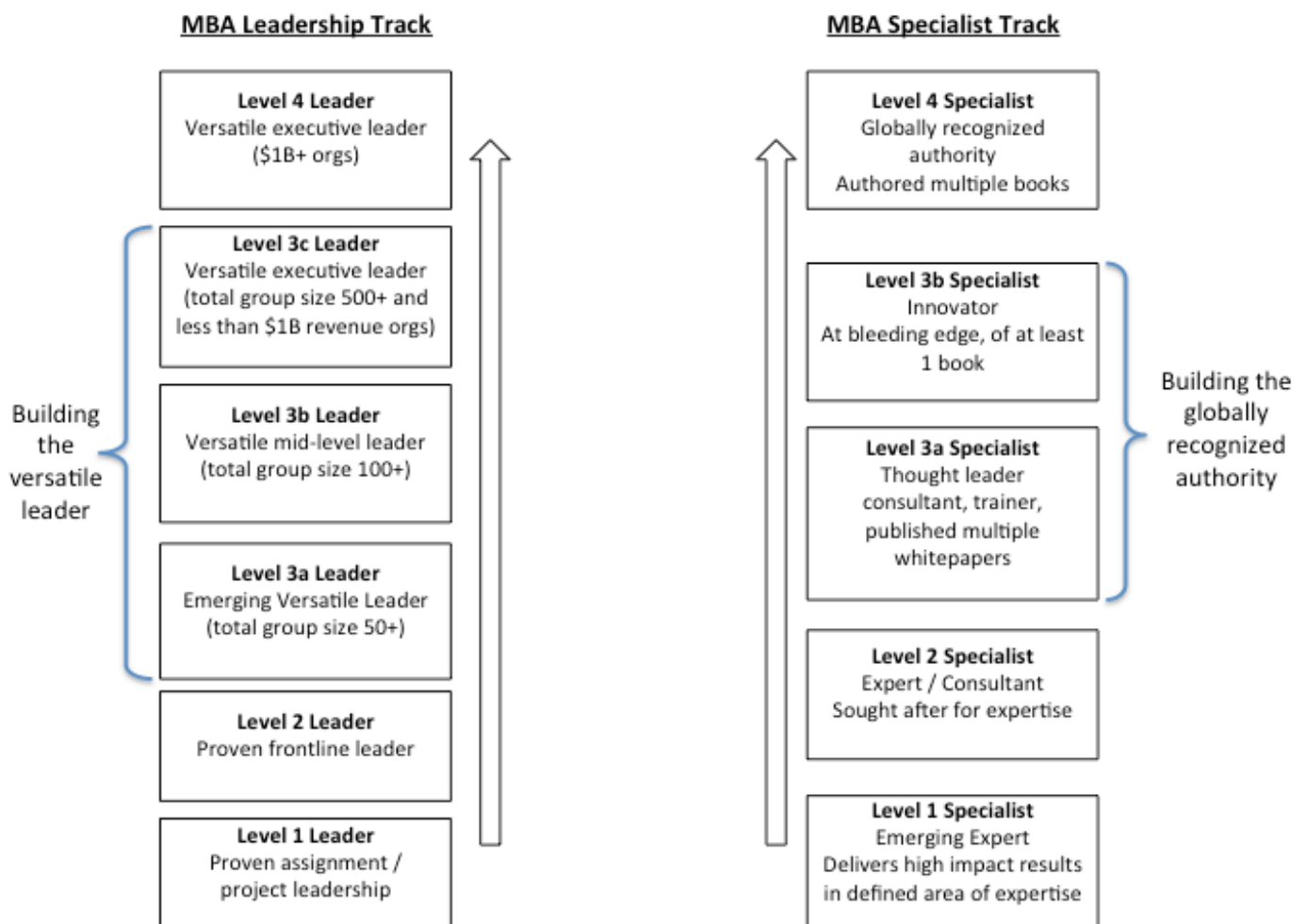
- ***Springboard to Executive.*** The path to executive levels is long, progressive and begins at early stages. With the right guidance and opportunities, MBAs can attain executive level roles. However receiving the right guidance and opportunities is largely a matter of chance. For that reason many MBAs stagnate at lower levels (e.g. most MBAs will not go beyond frontline leadership levels). The MBA Career Ladder eliminates this factor of chance by being explicit about intent to reach executive levels, and providing a map.
- ***Enhanced Marketability.*** Attaining a level status on either or both career tracks indicates meeting high standards, and therefore a significant accomplishment. This enhances individual MBA marketability to employers seeking proven talent. Also by noting a level status on the resume or LinkedIn, the individual MBA stands out from the crowd and is easier to find by employers seeking proven talent.
- ***More Opportunities.*** The MBA Career Ladder demonstrates the value proposition of an MBA by being explicit about value delivered by MBAs at each level on either career track. This will serve to create and condition job opportunities for MBAs to help them progress in their respective tracks, all the while delivering immense value to employers (see benefits to employers).
- ***Democratized Growth Opportunity.*** The MBA Career Ladder provides all MBAs with the opportunity to grow to their full potential through their work assignments. Finding such opportunities will no longer be a function of who you know, or being in the right place at the right time.

Benefits to Employers

- ***Talent selection.*** The MBA Career Ladder provides employers a method to distinguish and select the right MBA talent for their business needs. LOWER RISK RECRUITMENT. The signals/indicators provide assurance of proven talent. Much like ISO certification of a process, the Levels indicate proven talent with work accomplishments that meet our high standards. This increases confidence on behalf of the employer that they are selecting talent that will deliver.
- ***Proven talent.*** By basing advancement on achievement rather than academics and other less relevant signals, the MBA Career Ladder offers employers access to proven talent that has delivered results to the highest standards.
- ***Succession Planning.*** MBAs on the Leadership track serve as excellent candidates for employers' succession planning efforts. MBAs who have achieved Level 3b and above on the Leadership track have proven versatile leadership competencies, have served and delivered as leaders in various contexts, and will be an accessible leadership talent pool for the broader industry.

- **Lowered Costs.** Recruiting and grooming MBA talent has its challenges. Employers no longer need to invest in creating talent management systems specifically for MBAs. With the MBA Career Ladder, employers may leverage the ladder to define roles and opportunities that provide MBAs with the opportunity to grow, and provide employers with proven talent to meet their specific needs.
- **Access to Proven Experts.** With the proliferation of certifications and designations, it can be challenging trying to identify individuals with specific and proven expertise. With the MBA Career Ladder, employers will now have access to individuals who have met the high standards of achievement in the Specialist track.

MBA Career Tracks (Figure)



MBA Leadership and Specialist Career Tracks

MBA Leadership Career Track

The leadership career track is intended to direct and benchmark your growth as a leader. The key indicators of your growth as a leader are your ability to deliver results while building and maintaining relationships with internal and external stakeholders, coaching direct reports to achieve their individual successes, and enhancing engagement in your organization. The leadership career track provides benchmarks to achieve as you grow your leadership competencies through leadership roles that increase in scale.

Level 1 Leader: Proven Assignment Leader

Level 1 Leaders are not in formal leadership roles but have demonstrated leadership capabilities through leading assignments. These assignments may be special projects or initiatives with high impact outcomes and a team reporting directly to the Level 1 leader.

Level 1 Leaders are consistent high performers, and are prepared for frontline leadership (Level 2 leader).

Requirements:

To qualify for Level 1 Leadership, you require the following:

- Must be a Level 1 Leader Candidate (see below for candidacy requirements)
- Must have led at least 3 assignments
- Demonstrated high performance by meeting or exceeding assignment goals and objectives
- Demonstrated ability to lead, motivate, engage and manage teams through the assignments
- Demonstrated ability to collaborate with stakeholders
- Demonstrated ability to conduct yourself with high integrity

Evidence:

In order to demonstrate that you have met the requirements for Level 1 Leader, the following evidence will be required:

1. Summary of each assignment (minimum 3 assignments) providing context, outlining your role, the org chart for each assignment, as well as the business impact of the assignment
2. Letter from your direct supervisor validating your leadership and business impact of your assignments
3. Impact statements from direct reports for each assignments validating your leadership abilities
 - a. Did they feel engaged and motivated?
 - b. Did they feel they were set up for success?
 - c. Did they achieve any personal success under your leadership?
 - d. Did they receive the guidance they needed to perform at their best?
4. Impact statements from internal stakeholders (minimum 2) validating your ability to collaborate

- a. Were they included in the important decisions?
 - b. Were they satisfied with your ability to engage them when needed throughout your assignments?
5. 360 reviews from each assignment demonstrating consistent high performance

Note: All impact statements and letters must be signed, dated and contact information provided.

Value to Employers:

Level 1 Leaders are proven performers and provide the following benefits to employers:

- ***High impact delivery.*** Level 1 Leaders have proven abilities to take on and lead high impact assignments
- ***Balance priorities.*** Level 1 Leaders can balance needs of the business, assignment, direct reports and internal stakeholders while striving for intended assignment outcomes
- ***Frontline leadership succession planning.*** Level 1 Leaders are ready for frontline leadership and therefore are prime candidates for feeding the leadership pipeline and succession planning
- ***Business transformation.*** Level 1 Leaders are proven in delivering high impact results, and therefore are prime candidates for transforming aspects of a business

Candidacy:

To qualify for Level 1, you must be a Level 1 Candidate. Candidacy indicates your intent to achieve the requirements to qualify for Level 1 leader.

To qualify for Level 1 Leader Candidate, you must:

- Be enrolled in an MBA program, or have recently completed an MBA program
- Provide an outline of your plan to achieve requirements to qualify for Level 1 Leader

Evidence required:

- Proof of enrollment in an MBA program or Certificate of Graduation from an MBA program
- Document outlining your plan to achieve Level 1 requirements

Process and fee:

The process for review and validation is to be finalized. However, outlined below are basic elements of the review process for both Level 1 candidacy and Level 1 Leader.

Fees will apply for Level 1 Leader candidacy and Level 1 Leader review. For the fee schedule, please visit our website (www.ambac.ca).

Process for Level 1 Leader Candidate:

1. Applicant submits required documentation (evidence) and fee
2. We validate MBA program enrollment or completion
3. We review applicant's plan to ensure completeness of requirements and revise with applicant as needed
4. If successful, we validate your status as Level 1 Leader Candidate and include you in our list of Level 1 Leader Candidates

Process for Level 1 Leader:

1. Applicant submits documentation and fee
2. We review the documentation for completeness
3. Applicant interview
4. Due diligence checks with supervisor, direct reports and stakeholders
5. Internal review
6. If successful, we validate your status as Level 1 Leader and include you in our list of Level 1 Leaders

Level 2 Leader: Proven Frontline Leader

Level 2 Leaders have successfully demonstrated competence in leading frontline employees to achieve outstanding business results, all the while successfully leading direct reports towards their individual successes and influencing broadly by engaging stakeholders.

Level 2 Leaders are successful in creating and/or improving management systems that help drive results that meet or exceed expectations, and that align with the corporate strategy.

Requirements:

To qualify for level 2, you require the following:

- Level 2 Leader Candidate (see below for candidacy requirements)
- Demonstrated ability to drive results that meet or exceed expectations, and that align with the corporate strategy
- Demonstrated ability to create/improve management systems, business processes, and performance metrics that balance performance with impact to direct reports and stakeholders
- Demonstrated ability to coach direct reports to strive for enhanced individual performance
- Demonstrated ability to motivate and engage group to meet or exceed group performance objectives
- Demonstrated ability to manage budgets
- Demonstrated ability to work collaboratively across the organization and engage internal stakeholders for enhanced collective performance

Evidence:

Evidence required proving attainment of Level 2 Leader requirements include the following:

1. Summary of leadership assignment providing context of group function relative to larger organization
2. Summary of results achieved through your leadership (business results, direct report successes, cross-organization successes)
3. Summary of management system you influenced, improved or created complete with performance metrics
4. Letter from your supervisor on your leadership, the results you deliver, and your budget management
5. Impact statements from your direct reports (minimum 3) on your leadership
 - a. Were they engaged and motivated under your leadership?
 - b. Were they set up for success, and how?
 - c. Did they achieve any personal success under your leadership?
 - d. Did they get the coaching they needed to breakthrough in their own performance?
 - e. Did they receive the guidance they needed to perform at their best?
6. Impact statements from internal stakeholders (minimum 2) on your ability to collaborate and influence results beyond your group
 - a. Were they included in the important decisions?
 - b. Were they satisfied with your ability to engage them when needed?
 - c. How effective were you in influencing results in their contexts?
7. 360 reviews (minimum 2)

Note: All impact statements and letters must be signed, dated and contact information provided.

Value to Employers:

Employing a Level 2 Leader brings the following benefits:

- ***Deliver results.*** Level 2 Leaders deliver results at the frontline that drive organizations forward
- ***Collaboration.*** Level 2 Leaders influence results broadly by successfully engaging internal stakeholders
- ***People champions.*** Level 2 Leaders enhance corporate culture as they are excellent people coaches and can influence direct reports to strive for and achieve their own personal successes
- ***Mid-level leadership succession planning.*** Level 2 Leaders are excellent candidates for mid-level leadership succession planning after having successfully experienced what it takes to succeed as a front line leader

Candidacy:

Candidacy indicates your intent to achieve the requirements to qualify for Level 2 leader.

To qualify for Level 2 Leader Candidate, you must:

- Have achieved Level 1 Leader status, or currently be in a frontline leadership position

- Provide an outline of your plan to achieve Level 2 Leader requirements

Evidence required:

- Level 1 Leader status (from our records)
- Copy of an org chart from your organization showing your position (if already a frontline leader)
- Document outlining your plan to achieve Level 2 Leader requirements

Process and fee:

The process for review and validation is to be finalized. However, outlined below are basic elements of the review process for both Level 2 Leader Candidacy and Level 2 Leader.

Fees will apply. For the fee schedule, please visit our website (www.ambac.ca).

Process for Level 2 Leader Candidate:

1. Applicant submits required documentation (evidence) and fee
2. We validate candidacy through our internal records (Level 1 Leader status) or by reviewing org chart
3. We review applicant's plan to ensure completeness of requirements and revise with applicant as needed
4. If successful, we validate your status as Level 2 Leader Candidate and include you in our list of Level 2 Leader Candidates

Process for Level 2 Leader:

1. Applicant submits documentation and fee
2. We review the documentation for completeness
3. Applicant interview
4. Due diligence checks with supervisor, direct reports and stakeholders
5. Internal review
6. If successful, we validate your status as Level 2 Leader and include you in our list of Level 2 Leaders

Level 3a Leader: Emerging Versatile Leader

Level 3a leaders are emerging versatile leaders as they have successfully demonstrated competence in leading multiple frontline groups to the requirements outlined herein. Level 3a Leaders can successfully oversee a total group size of 50 or more people.

Requirements:

To qualify for level 3a, you require the following:

- Level 3a Leader Candidate (see below for candidacy requirements)

- Demonstrated ability to drive results that meet or exceed expectations, and that align with the corporate strategy
- Demonstrated ability to balance performance with impact to direct reports and stakeholders
- Demonstrated ability to coach direct reports leading towards their individual success and success of their respective groups
- Demonstrated ability to create a culture of performance and high engagement from direct reports to the frontline
- Demonstrated ability to manage complex budgets (a complex budget is in reference to a collective basket of individual group budgets)
- Demonstrated ability to work collaboratively across the organization and engage internal stakeholders for enhanced collective performance

Evidence:

Evidence required proving attainment of Level 3a Leader requirements include the following:

1. Summary of leadership assignment providing context of groups you oversee and their individual functions relative to larger organization
2. Summary of results achieved through your leadership (business results, direct report successes, cross-organization successes)
3. Letter from your supervisor on your leadership, the results you deliver, and your ability to manage complex budgets
4. Impact statements from your direct reports (minimum 3) on your leadership
 - a. Were they engaged, motivated and supported under your leadership?
 - b. Were they were set up for success, and how?
 - c. Did they achieve any personal success under your leadership?
 - d. Did they get the coaching they needed to breakthrough in their own leadership performance?
 - e. Did they receive the guidance they needed to perform at their best as leaders of their own groups?
5. Impact statements from the frontline (minimum 6) on your leadership
 - a. Were they engaged and motivated under their respective leader (i.e. your direct report)?
 - b. Were they were set up for success, and how?
 - c. Did they achieve any personal success under their leader?
 - d. Did they get the coaching they needed to breakthrough in their own performance?
 - e. Did they receive the guidance they needed to perform at their best?
6. Impact statements from internal stakeholders (minimum 2) on your ability to collaborate and influence results beyond your group
 - a. Were they included in the important decisions?
 - b. Were they satisfied with your ability to engage them when needed?
 - c. How effective were you in influencing results in their contexts?
7. 360 reviews (minimum 3)
8. Group engagement (3 scores minimum) as measured by third party verified providers (such as AER by Scarlett Surveys International), and each measured at 6 month to 1 year intervals.

Note: All impact statements and letters must be signed, dated and contact information provided.

Value to Employers:

Employing a Level 3a leader brings the following benefits:

- ***Deliver Results.*** Level 3a leaders deliver results that drive organizations forward
- ***High Collaboration.*** Level 3a leaders influence results broadly by successfully engaging internal stakeholders
- ***Influence culture.*** Level 3a leaders are proven at enhancing corporate culture and employee engagement
- ***Balance priorities.*** Level 3a leaders are skilled at balancing conflicting requirements and priorities, and managing complex budgets without compromising overall performance
- ***Mid-level leader succession planning.*** Level 3a leaders are excellent candidates for mid-level leadership roles in cross-organizational or cross-industry contexts

Candidacy:

Candidacy indicates your intent to achieve the requirements to qualify for Level 3a leader.

To qualify for Level 3a Candidate, you must:

- Have achieved Level 2 Leader status, or are currently in a mid-level leadership position
- Provide an outline of your plan to achieve Level 3a Leader requirements

Evidence required:

- Level 2 Leader status (from our records)
- Copy of an org chart from your organization showing your position (if already a mid-level leader)
- Document outlining your plan to achieve Level 3a Leader requirements

Process and fee:

The process for review and validation is to be finalized. However, outlined below are basic elements of the review process for both Level 3a Leader Candidacy and Level 3a Leader.

Fees will apply. For the fee schedule, please visit our website (www.ambac.ca).

Process for Level 3a Leader Candidate:

1. Applicant submits required documentation (evidence) and fee
2. We validate candidacy through our internal records (Level 2 Leader status) or by reviewing org chart

3. We review applicant's plan to ensure completeness of requirements and revise with applicant as needed
4. If successful, we validate your status as Level 3a Leader Candidate and include you in our list of Level 3a Leader Candidates

Process for Level 3a Leader:

1. Applicant submits documentation and fee
2. We review the documentation for completeness
3. Applicant interview
4. Due diligence checks with supervisor, direct reports and stakeholders
5. Internal review
6. If successful, we validate your status as Level 3a Leader and include you in our list of Level 3a Leaders

Level 3b Leader: Versatile Mid-Level Leader

Level 3b leaders have successfully demonstrated versatility in leading multiple groups in multiple contexts (functions, organizations and/or industries) to the requirements outlined herein. Level 3b Leaders can successfully oversee a total group size of 100 or more people.

Requirements:

To qualify for level 3b, you require the following:

- Level 3b Leader Candidate (see below for candidacy requirements)
- Demonstrated ability to leverage internal and external experts (to make up for gap in expertise)
- Demonstrated ability to lead multiple groups in multiple contexts, which may include different functions, organizations and/or industries
- Demonstrated ability to balance performance with impact to direct reports and stakeholders
- Demonstrated ability to coach direct reports leading towards their individual success and success of their respective groups
- Demonstrated ability to create a culture of performance and high engagement from direct reports to the frontline
- Demonstrated ability to manage complex budgets (a complex budget is in reference to a collective basket of individual group budgets)
- Demonstrated ability to work collaboratively across the organization and engage internal stakeholders for enhanced collective performance

Evidence:

Evidence required proving attainment of Level 3b Leader requirements include the following:

1. Summary of leadership assignments providing context of groups you have overseen and their individual functions relative to larger organization(s) (minimum 2 distinct leadership assignments)

2. Summary of results achieved through your leadership (business results, direct report successes, cross-organization successes)
3. Letter from your supervisors on your leadership, the results you deliver, and your ability to manage complex budgets
4. Impact statements from your direct reports (minimum 3) on your leadership
 - a. Were they engaged, motivated and supported under your leadership?
 - b. Were they were set up for success, and how?
 - c. Did they achieve any personal success under your leadership?
 - d. Did they get the coaching they needed to breakthrough in their own leadership performance?
 - e. Did they receive the guidance they needed to perform at their best as leaders of their own groups?
5. Impact statements from the frontline (minimum 6) on your leadership
 - a. Were they engaged and motivated under their respective leader (i.e. your direct report)?
 - b. Were they were set up for success, and how?
 - c. Did they achieve any personal success under their leader?
 - d. Did they get the coaching they needed to breakthrough in their own performance?
 - e. Did they receive the guidance they needed to perform at their best?
6. Impact statements from internal stakeholders (minimum 2) on your ability to collaborate and influence results beyond your group
 - a. Were they included in the important decisions?
 - b. Were they satisfied with your ability to engage them when needed?
 - c. How effective were you in influencing results in their contexts?
7. 360 reviews (minimum 3 per leadership assignment)
8. Group engagement (3 scores minimum per leadership assignment) as measured by third party verified providers (such as AER by Scarlett Surveys International), and each measured at 6 month to 1 year intervals.

Note: All impact statements and letters must be signed, dated and contact information provided.

Value to Employers:

Employing a Level 3b Leader brings the following benefits:

- ***Transferability.*** Level 3b Leaders can deliver results in multiple contexts (cross-organization or cross-industry contexts)
- ***Lead experts.*** Level 3b Leaders are skilled at leveraging and directing internal/external experts to achieve organizational goals and objectives
- ***High collaboration.*** Level 3b Leaders influence results broadly by successfully engaging internal stakeholders
- ***Influencing culture.*** Level 3b Leaders are proven at enhancing corporate culture and employee engagement

- ***Balancing priorities.*** Level 3b Leaders are skilled at balancing conflicting requirements and priorities, and managing complex budgets without compromising overall performance
- ***Executive leader succession planning.*** Level 3b Leaders are well positioned candidates for executive leadership roles

Candidacy:

Candidacy indicates your intent to achieve the requirements for qualify for Level 3b Leader.

To qualify for Level 3b Leader Candidate, you must:

- Have achieved Level 3a Leader status
- Provide an outline of your plan to achieve Level 3b Leader requirements

Evidence required:

- Level 3a Leader status (from our records)
- Document outlining your plan to achieve Level 3b Leader requirements

Process and fee:

The process for review and validation is to be finalized. However, outlined below are basic elements of the review process for both Level 3b Leader Candidacy and Level 3b Leader.

Fees will apply. For the fee schedule, please visit our website (www.ambac.ca).

Process for Level 3b Leader Candidate:

1. Applicant submits required documentation (evidence) and fee
2. We validate candidacy through our internal records (Level 3a Leader status)
3. We review applicant's plan to ensure completeness of requirements and revise with applicant as needed
4. If successful, we validate your status as Level 3b Leader Candidate and include you in our list of Level 3b Leader Candidates

Process for Level 3b Leader:

1. Applicant submits documentation and fee
2. We review the documentation for completeness
3. Applicant interview
4. Due diligence checks with supervisor, direct reports and stakeholders
5. Internal review
6. If successful, we validate your status as Level 3b Leader and include you in our list of Level 3b Leaders

Level 3c Leader: Versatile Executive Leader

(To Be Determined)

Level 4 Leader: Versatile Executive Leader

(To Be Determined)

MBA Specialist Career Track

The leadership career track is intended to direct and benchmark your growth as an expert in a specific area. The key indicators of your growth as an expert are your delivery of high quality results and the depth of your expertise as indicated by your contribution to your area of specialty.

Level 1 Specialist: Emerging Expert

The Level 1 Specialist has demonstrated expertise and competencies in their chosen area of specialty through work assignments and/or project delivery. Level 1 Specialists are emerging experts and have demonstrated potential to further deepen their expertise.

Requirements:

To qualify for Level 1 Specialist, you require the following:

- Must have participated in a minimum of 3 assignments in the chosen area of specialty, and where candidate expertise was clearly demonstrated, and contributed to the overall project /assignment outcome.
- Demonstrated ability to deliver high impact results in the chosen area of specialty

Evidence:

In order to demonstrate that you have met the requirements for Level 1 Specialist, the following evidence will be required:

1. Summary of each assignment (minimum 3 assignments) providing context, outlining your role how your expertise was applied, the outcomes you delivered in context of the overall assignment outcomes
2. Letter from your direct supervisor and/or the assignment lead validating your contribution and expertise

Note: All letters must be signed, dated and contact information provided.

Value to Employers:

The primary benefit of a Level 1 Specialists to employers is their ability to delivery high impact results in their area of specialty. While some may have specialized training and certification in similar areas of specialty, Level 1 Specialists go one step above by demonstrating expertise and delivering results.

Candidacy:

If you do not have the requirements for Level 1 Specialist, but would like to work towards your Level 1 Specialist, you may qualify for Level 1 Specialist Candidacy. Level 1 Specialist Candidacy provides clear indication of your intent to achieve the requirements for Level 1 Specialist.

To qualify for Level 1 Specialist Candidate, you must:

- Be enrolled in an MBA program, or have recently completed an MBA program
- Provide an outline of your plan to achieve requirements to qualify for Level 1 Specialist

Evidence required:

- Proof of enrollment in an MBA program or Certificate of Graduation from an MBA program
- Document outlining your plan to achieve Level 1 requirements

Process and fee:

The process for review and validation is to be finalized. However, outlined below are basic elements of the review process for both Level 1 Specialist Candidacy and Level 1 Specialist.

Fees will apply for Level 1 Specialist Candidacy and Level 1 Specialist review. For the fee schedule, please visit our website (www.ambac.ca).

Process for Level 1 Specialist Candidate:

1. Applicant submits required documentation (evidence) and fee
2. We validate MBA program enrollment or completion
3. We review applicant's plan to ensure completeness of requirements and revise with applicant as needed
4. If successful, we validate your status as Level 1 Specialist Candidate and include you in our list of Level 1 Specialist Candidates

Process for Level 1 Specialist:

1. Applicant submits documentation and fee
2. We review the documentation for completeness
3. Applicant interview
4. Due diligence checks with supervisor(s) or assignment lead(s)
5. Internal review
6. If successful, we validate your status as Level 1 Specialist and include you in our list of Level 1 Specialists

Level 2 Specialist: Expert / Consultant

Level 2 Specialists are accomplished experts in their respective fields, often sought after by multiple organizations, and have an excellent track record of delivering value to their employers and/or clients. Level 2 Specialists may be independent consultants or may work for consulting organizations. Level 2 Specialists rarely exist inside a non-consulting organization.

Requirements:

To qualify for Level 2 Specialist, you require the following:

- Demonstrated application of expertise in multiple contexts (companies and/or industries) with high impact results
- Demonstrated success in influencing client outcomes related to the area of expertise

Evidence:

In order to demonstrate that you have met the requirements for Level 2 Specialist, the following evidence will be required:

1. A document defining your area of expertise and clarifying what's in and out of this area of expertise
2. Summary of each client project (minimum 6 projects for separate clients) providing context, outlining your role, how your expertise was applied, the outcomes you delivered
3. Letters from your clients outlining the impact of your work in their individual businesses

Note: All letters must be signed, dated and contact information provided.

Value to Employers (and Clients):

Level 2 Specialists tend to be either employed by consulting houses or are independent consultants. For employers, Level 2 Specialists provide competitive advantage in securing consulting work since Level 2 Specialists are sought after experts who are proven at delivering client value.

For clients, Level 2 Specialists solve problems and deliver high value impact in their respective area of specialty to client organizations.

Candidacy:

If you do not have the requirements for Level 2 Specialist, but would like to work towards your Level 2 Specialist, you may qualify for Level 2 Specialist Candidacy. Level 2 Specialist Candidacy provides clear indication of your intent to achieve the requirements for Level 2 Specialist.

To qualify for Level 2 Specialist Candidate, you must:

- Possess an MBA
- (Optional) Have attained Level 1 Specialist status
- Define your area of expertise
- Provide an outline of your plan to achieve requirements to qualify for Level 2 Specialist

Evidence required:

- Certificate of Graduation from an MBA program
- Document defining your area of expertise and outlining your plan to achieve Level 2 Specialist requirements

Process and fee:

The process for review and validation is to be finalized. However, outlined below are basic elements of the review process for both Level 2 Specialist Candidacy and Level 2 Specialist.

Fees will apply for Level 2 Specialist Candidacy and Level 2 Specialist review. For the fee schedule, please visit our website (www.ambac.ca).

Process for Level 2 Specialist Candidate:

1. Applicant submits required documentation (evidence) and fee
2. We validate MBA program enrollment or completion
3. We review applicant's plan to ensure completeness of requirements and revise with applicant as needed
4. If successful, we validate your status as Level 2 Specialist Candidate and include you in our list of Level 2 Specialist Candidates

Process for Level 2 Specialist:

1. Applicant submits documentation and fee
2. We review the documentation for completeness
3. Applicant interview
4. Due diligence checks with your clients
5. Internal review
6. If successful, we validate your status as Level 2 Specialist and include you in our list of Level 2 Specialists

Level 3a Specialist: Thought Leader

Level 3a Specialists have demonstrated expertise in their area of specialty and are noted thought leaders actively contributing in their respective fields. Level 3a Specialists are on a growth path to becoming globally recognized experts.

Requirements:

To qualify for Level 3a Specialist, you require the following:

- Achieved Level 2 Specialist requirements or Level 3a Specialist Candidate
- Demonstrated thought leadership with recognition of your contribution by an independent peer group
- Demonstrated continued application of expertise in multiple contexts (companies and/or industries) with high impact results to ensure relevance
- Demonstrated success in influencing client outcomes related to the area of expertise

Evidence:

In order to demonstrate that you have met the requirements for Level 3a Specialist, the following evidence will be required:

1. A document defining your area of expertise and clarifying what's in and out of this area of expertise
2. List and samples of publications (white papers, news articles, etc.)
3. Summary of each client project (minimum 3 projects for separate clients) providing context, outlining your role, how your expertise was applied, the outcomes you delivered (Note: only include client projects executed after receiving Level 2 Specialist status)
4. Letters from your clients outlining the impact of your work in their individual businesses

Note: All letters must be signed, dated and contact information provided.

Value to Employers (and Clients):

Much like Level 2 Specialists, Level 3a Specialists give consulting firms added competitive advantage, and provide clients with deep proven resources to solve their problems.

Level 3a Specialists are thought leaders in their areas of specialty and are in touch with the latest trends and developments in their areas of specialty. Therefore they provide timely insight, advice, and/or consultation services based on the latest information.

Candidacy:

If you do not have the requirements for Level 3a Specialist, but would like to work towards your Level 3a Specialist, you may qualify for Level 3a Specialist Candidacy. Level 3a Specialist Candidacy provides clear indication of your intent to achieve the requirements for Level 3a Specialist.

To qualify for Level 3a Specialist Candidate, you must:

- Possess an MBA
- Have attained Level 2 Specialist status or achieved Level 2 Specialist requirements
- Define your area of expertise
- Provide an outline of your plan to achieve requirements to qualify for Level 3a Specialist

Evidence required:

- Certificate of Graduation from an MBA program
- Document defining your area of expertise and outlining your plan to achieve Level 3a Specialist requirements

Process and fee:

The process for review and validation is to be finalized. However, outlined below are basic elements of the review process for both Level 3a Specialist Candidacy and Level 3a Specialist.

Fees will apply for Level 3a Specialist Candidacy and Level 3a Specialist review. For the fee schedule, please visit our website (www.ambac.ca).

Process for Level 3a Specialist Candidate:

1. Applicant submits required documentation (evidence) and fee
2. We validate MBA program enrollment or completion
3. We review applicant's plan to ensure completeness of requirements and revise with applicant as needed
4. If successful, we validate your status as Level 3a Specialist Candidate and include you in our list of Level 3a Specialist Candidates

Process for Level 3a Specialist:

1. Applicant submits documentation and fee
2. We review the documentation for completeness
3. Applicant interview
4. Due diligence checks with your clients
5. Internal review
6. If successful, we validate your status as Level 3a Specialist and include you in our list of Level 3a Specialists

Level 3b Specialist: Innovator

Level 3b Specialists have not only demonstrated expertise in their area of specialty, but also are actively involved at the bleeding edge of their respective specialty areas, pushing boundaries with innovative contributions. Level 3b Specialists have achieved recognition from their peer groups for having contributed to their respective fields, and as a result are actively sought after for their insight.

Requirements:

To qualify for Level 3b Specialist, you require the following:

- Level 3b Specialist Candidate
- Achieved Level 3a Specialist requirements or Level 3b Specialist Candidate
- Demonstrated innovative contribution to your area of specialty by an independent peer group
- Authored at least 1 book that may be self-published at minimum, or co-authored at least 1 book published by a major publishing house
- Demonstrated broad demand for your insight, perspective and consultation
- Recommendation from 3 globally recognized authorities in the candidate's respective field

Evidence:

In order to demonstrate that you have met the requirements for Level 3a Specialist, the following evidence will be required:

1. A document defining your area of expertise and clarifying what's in and out of this area of expertise
2. List and samples of publications (white papers, journal publications, news articles, etc.)
3. Proof of authorship
4. Documented proof showing recognition for innovative contribution to your area of specialty by an independent peer group

5. Documented proof showing requests for and/or consultation with multiple organizations seeking your expertise
6. Letters of recommendation by at least 3 globally recognized authorities in the candidate's area of specialty

Value to Employers (and Clients):

Level 3b Specialists are at the bleeding edge in their respective fields. They provide value for organizations innovative insights in order to innovate their businesses.

Candidacy:

If you do not have the requirements for Level 3b Specialist, but would like to work towards your Level 3b Specialist, you may qualify for Level 3b Specialist Candidacy. Level 3b Specialist Candidacy provides clear indication of your intent to achieve the requirements for Level 3b Specialist.

To qualify for Level 3b Specialist Candidate, you must:

- Possess an MBA
- Have attained Level 3a Specialist status or achieved Level 3a Specialist requirements
- Define your area of expertise
- Provide an outline of your plan to achieve requirements to qualify for Level 3b Specialist

Evidence required:

- Certificate of Graduation from an MBA program
- Document defining your area of expertise and outlining your plan to achieve Level 3b Specialist requirements

Process and fee:

The process for review and validation is to be finalized. However, outlined below are basic elements of the review process for both Level 3b Specialist Candidacy and Level 3b Specialist.

Fees will apply for Level 3b Specialist Candidacy and Level 3a Specialist review. For the fee schedule, please visit our website (www.ambac.ca).

Process for Level 3b Specialist Candidate:

1. Applicant submits required documentation (evidence) and fee
2. We validate MBA program enrollment or completion
3. We review applicant's plan to ensure completeness of requirements and revise with applicant as needed
4. If successful, we validate your status as Level 3b Specialist Candidate and include you in our list of Level 3b Specialist Candidates

Process for Level 3b Specialist:

1. Applicant submits documentation and fee

2. We review the documentation for completeness
3. Applicant interview
4. Due diligence checks with applicable independent peer groups
5. Internal review
6. If successful, we validate your status as Level 3b Specialist and include you in our list of Level 3b Specialists

Level 4 Specialist: Globally Recognized Authority

Level 4 Specialists have demonstrated excellence, and are globally recognized authorities, in their respective fields. In addition to meeting all requirements for Level 3b Specialist status, they have also authored multiple books published by some of the larger publishing houses.

The process for evaluating and awarding Level 4 Specialist status is to be determined.