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Duty Location: **Brussels (BE)**

## **JOB DESCRIPTION**

### **Chief Customer Officer**

#### **NATO Communications and Information Agency (NCIA)**

To strengthen the Alliance through connecting its forces, the NCIA delivers secure, coherent, cost effective and interoperable communications and information systems in support of consultation, command & control and enabling intelligence, surveillance and reconnaissance capabilities, for NATO, where and when required. It includes IT support to the Alliances' business processes (to include provision of IT shared services) to the NATO HQ, the Command Structure and NATO Agencies.

The Chief Customer Officer (CCO) leads the Agency's customer-facing function and drives a customer-obsessed approach across the NCIA. The role ensures customer and user needs are understood early, translated into clear priorities, and aligned with Agency capacity, enabling informed decisions on where the Agency invests its resources and delivers the greatest value to NATO.

Bringing together customer engagement, customer portfolio management, prioritisation, demand management and resource planning, the CCO ensures a disciplined approach to business intake and helps ensure the Agency remains focused on what matters most, delivers on its commitments, and only promises what it can deliver.

As a member of the Agency Executive Leadership Team, the incumbent strengthens the connection between customer needs, Agency priorities and delivery outcomes.

#### **Duties:**

Under the direction of General Manager, the incumbent will perform duties to include the following:

#### **Leadership**

- Embody and role model the NCIA culture principles of Customer First, Together and Impact.
- Lead with the customer at the centre of every decision, build bridges across organizational pillars and drive delivery with the ownership and pace the mission demands.
- Provide strategic and actionable direction in support of NCIA strategic and operational initiatives.
- Ensure optimal utilization of available resources, prioritizing speed, agility and decisiveness, to meet the commitments of the Agency in the conduct of its work.

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- Build, maintain and strengthen relations with internal and external stakeholders, modelling collaborative, customer-first behaviours, to optimally mobilise resources and commitments in support of relevant NCIA strategic priorities.
- Build and lead a cohesive, multicultural and multidisciplinary team, promoting excellence, the highest professional standards and create psychologically safe work environments that enable managers and staff to develop their full potential.
- Establish and maintain high-level working relationships with leadership across the NCIA and the NATO Enterprise to efficiently deliver and cooperate on corporate initiatives through trust and alignment.
- Lead, motivate and contribute to the professional development and performance management of Agency staff, holding oneself and others accountable for delivery and high-quality work within set deadlines, efficient working methods and a constructive working atmosphere.
- Represent the NCIA, as required, in Agency Governance Bodies, committees, meetings and conferences to promote NCIA interests and strategic goals.

### **Customer Relationship Management & Early Engagement**

- Lead proactive engagement with customers to identify emerging needs and shape demand early at the requirements analysis stage.
- Translate insight into actionable opportunities, influencing both customer expectations and internal planning.
- Feedback operational metrics to the customer community, on existing capability performance and usage gleaned from data analysis performed by customer support operations.
- Oversee the development of customer agreements, service level agreements, service support packages and price proposals.
- Build, maintain and strengthen customer relationships and ensure alignment with strategy, value, and delivery capability.
- Manage visibility of demand pipeline, commitments, risks, and dependencies.

### **Service Strategy & Design**

- Define and evolve service strategy based on user needs, organisational goals, and future demand.
- Ensure services are outcome-focused, scalable, and sustainable.

### **Prioritisation, Demand & Resource Management**

- Establish and lead prioritisation frameworks across competing demands.
- Align demand with capacity, identifying trade-offs and mitigating delivery risks.

### **Costing & Value Management**

- Oversee costing models in collaboration with Finance peers, ensuring financial integrity and transparency.
- Drive value-based decision-making and benefits realisation.

### **Governance & Senior User Role**

- Act as Senior User on Project Boards, ensuring delivery aligns with customer outcomes.
- Strengthen governance to reflect customer priorities and ensure accountability.
- Partner with Chief Capability Delivery Officer and Financial Controller in preparation and attendance at Committee boards.

### **Experience and Education:**

- A Master's degree at a nationally recognised/certified University in Business Management or a relevant related discipline and 15 years post-related experience. Alternatively, a Bachelor's degree with 20 years post related experience;
- Extensive experience, at the executive management level, involving leading and managing change in a dynamic technical organisation. Such experience should encompass:
  - Proven leadership of large, distributed organizations (e.g. 100+ staff across service, support, CX, and analytics functions.)
  - Proven ability to define and execute a customer strategy aligned to organizational goals.
  - Demonstrated success in customer-centric transformation initiatives (e.g. embedding CX frameworks, redesigning journeys, culture shifts.)
  - Experience moving organizations from reactive service models to proactive, insight-driven engagement.
  - Experience designing and leading enterprise customer operating models, including service, support, and engagement functions.
  - Strong understanding of customer governance frameworks, escalation management, and service performance models.
  - Strong experience leveraging customer data and insights to drive decision-making.
  - Proven track record of embedding data-driven customer performance management.
  - Experience aligning customer priorities with product, operations, and commercial functions.
  - Ability to manage competing stakeholder interests and drive enterprise alignment.
  - Experience driving operational excellence, service quality, and cost efficiency.
  - Strong understanding of service metrics, workforce planning, and demand management.
  - Ability to link customer experience to commercial outcomes (revenue, retention, lifetime value) or mission impact.
  - Experience managing large budgets (approximately 100+ million EUR) and investment decisions in customer functions.
  - Demonstrated ability to drive enterprise-wide cultural change toward customer-centricity

- Strong leadership in building customer-focused mindsets and behaviors across the organization.
- Business change management experience in large geographically dispersed organisations.
- Knowledge of State-of-the-art project and programme management processes, procedures and tools, including risk management, benefits realisation, stakeholder management.
- Proven ability to effectively communicate orally and in writing, with exceptional briefing skills.
- Proven experience in innovation and transformation processes.
- Proven experience conducting relations at senior level and within a political decision-making environment.
- Proven experience in managing large, diverse and multidisciplinary teams successfully employing modern, inspirational leadership practices.

**Desirable Experience and Education:**

- Knowledge and experience involving the development, management, acquisition and/ or implementation of major communications, computer, command and control, or intelligence (C4I) systems and/ or programmes.
- Prior experience of working in an international environment comprising both military and civilian elements.
- Knowledge of NATO responsibilities and organization, including Allied Command Operations (ACO) and Allied Command Transformation (ACT).

**Language Proficiency:**

A thorough knowledge of one of the two NATO languages, both written and spoken, is essential and some knowledge of the other is desirable.

NOTE: Most of the work of the NCIA is conducted in the English language.

**Competencies or Personal Attributes:**

**Leading and Managing:** Provides others with a clear direction; motivates and empowers others; attracts and develops staff of a high calibre; provides staff with development opportunities and coaching; sets appropriate standards of behaviour.

**Deciding and Initiating Action:** Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risks.

**Entrepreneurial Thinking:** Keeps up to date with best practice and industry trends; identifies business opportunities for the organization; maintains awareness of developments both internally and externally; demonstrates financial awareness; controls costs and thinks in terms of gains, losses and added value.

**Adhering to principles & values:** Upholds ethics and values; demonstrates integrity; promotes and defends equal opportunities, builds diverse teams; encourages organizational and individual responsibility towards the community and the environment.

**Relating & Networking:** Easily establishes good relationships with customers and staff; relates well to people at all levels; builds wide and effective networks of contacts; uses humour appropriately to bring warmth to relationships with others.

**Adapting & responding to change:** Adapts to changing circumstances; thrives in conditions of ambiguity; accepts new ideas and change initiatives; adapts interpersonal style to suit different people or situations; shows an interest in new experiences.

**Formulating strategies & concepts:** Works strategically to realise organizational goals; sets and develops strategies; identifies, develops positive and compelling visions of the organization's future; takes account of a wide range of issues across, and related to, the organization.