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Duty Location: **Brussels (BE)**

JOB DESCRIPTION

Chief Product Strategy 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 Product Strategy Officer (CPSO) serves as the Agency's technical design authority and Product Executive, ensuring capability choices are guided by a coherent enterprise architecture, technology insight and product lifecycle management. The role shapes how requirements are translated into executable work, helps determine how capabilities are delivered, and ensures the Agency invests in the products and services needed to meet NATO's future requirements.

Bringing together enterprise architecture, technology horizon scanning, product strategy and portfolio management, the CPSO drives informed, scalable and sustainable capability decisions.

As a member of the Agency Executive Leadership Team, the incumbent shapes long-term capability planning and innovation, ensuring the Agency remains aligned with NATO's strategic priorities and future needs.

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.

Enterprise Strategy & Architecture

- Define and govern the enterprise capability model, ensuring alignment between organizational strategy, products, services, and operating models.
- Establish clear ownership, accountability, and decision rights across products, services, and business capabilities.
- Ensure coherence across the enterprise portfolio, reducing duplication and enabling strategic reuse and interoperability.

Product Strategy & Portfolio Leadership

- Own the strategic direction and performance of the organization's product and service portfolio.
- Proactively source technology components that are common across Agency products, ensuring supply chain reliability, robust and rapid accreditation, affordability, and security by design.
- Develop and maintain a balanced portfolio aligned to organizational priorities, customer needs, and market opportunities.
- Drive investment prioritization, portfolio optimization, and lifecycle management from concept through retirement.
- Ensure products and services deliver measurable value, outcomes, and return on investment.
- Ensure products and services can be iteratively enhanced through periodic product feature upgrades.
- Ensure products and services capture performance data allowing Customer Support agents to track issues and proactively position response efforts.

Market, Customer & Technology Insight

- Maintain a forward-looking view of customer needs, industry trends, emerging technologies, and competitive developments.
- Translate market and technology insights into product strategy, innovation opportunities, and portfolio evolution.
- Champion evidence-based decision-making through customer feedback, operational data, and market intelligence.

Product Delivery & Transition

- Oversee the development of product initiatives from concept, business case, and investment approval through procurement and delivery mobilization.
- Ensure initiatives are strategically aligned, commercially viable, and supported by robust business cases and cost estimates.
- Provide executive oversight to ensure successful transition from project delivery into operational service.

Service Excellence & Continuous Improvement

- Ensure products and services are designed and managed holistically, with clear value propositions, usability, resilience, and sustainability.
- Establish feedback mechanisms that capture operational performance, customer insights, and vendor outcomes to drive continuous improvement.
- Embed security, privacy, and compliance requirements through a secure-by-design approach.

Governance & Executive Leadership

- Act as executive sponsor and governance lead for strategic product and service initiatives.
- Provide portfolio-level oversight, ensuring effective decision-making, risk management, accountability, and benefits realization.
- Foster a culture of innovation, product excellence, and continuous improvement across the organization.

Project Closure & Benefits Realisation

- Ensure structured project closure, including benefits assessment, performance evaluation, and lessons learned.
- Embed lessons learned into future investment, product, and service decisions.

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, multidisciplinary product organizations (typically 100+ staff across product, design, and analytics).
 - Proven experience defining and executing enterprise product strategies aligned to organizational goals.
 - Demonstrated success in product-led transformation (e.g. moving from project-based delivery to product operating models.)
 - Strong background in portfolio management, balancing innovation, technical debt, and operational stability.
 - Experience shifting organizations towards customer-centric and outcome-driven models.
 - Deep experience designing and implementing product operating models at scale.
 - Strong understanding of governance frameworks, prioritization models, and funding mechanisms.
 - Experience integrating product with engineering, architecture, and security disciplines.
 - Strong understanding of modern digital architectures, including:
 - Cloud platforms
 - Data and analytics ecosystems
 - API and platform-based architectures
 - Experience collaborating with CIO functions on enterprise-wide technology strategy.
 - Familiarity with cyber security and risk considerations in product development.
 - Strong understanding of commercial frameworks and procurement processes.
 - 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.