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IC1	IC2	IC3	IC4	IC5	IC6
<i>Themes & Achievements</i>	<i>A supporting-level player who is honing their craft and working to understand organizational context</i>	<i>An established performer with strong communication skills who proactively builds relationships</i>	<i>A high-level performer with strong relationships and the ability to lead projects</i>	<i>A leading performer who prefers to manage projects over managing people.</i>	<i>Indispensable individual contributor.</i>

CATEGORY	DESCRIPTION	IC1	IC2	IC3	IC4	IC5	IC6
Knowledge	This category focuses on breadth and depth of knowledge; how their area(s) of expertise develop over time	Broad, generalist knowledge of core elements or concepts within their role Focus on learning existing tools, resources and processes at Charlie	Rarely makes the same mistake twice; learns from failure Begins to focus on attaining expertise in one or more areas of their role Learns quickly and makes steady progress without the need for constant significant feedback from more senior team members.	Understands and makes well-reasoned decisions and tradeoffs within their area of expertise Demonstrates knowledge of industry trends and regularly seeks external expertise to accelerate their learning Clarifies success metrics and ties efforts toward delivering business value Emerging understanding of broader organizational context and goals An understanding of impact and success metrics helps to focus their efforts, as well as those of their function	Go-to expert in one specific area of their role Provides expert advice and weighs in on complex decisions and problems that impact other teams or the company at large Researches and proposes new tools to facilitate self-, team- and company-wide learnings	Sought out for functional knowledge and guidance; anticipates issues and makes considered decisions to avoid them Owner of and expert on large parts of their job function Has a track record of creating improvements across major parts of their department bringing about positive changes to the business Holistic, integrated understanding of organizational context	Anticipates broad change pertaining to their area of expertise and ensures Charlie is always ahead of the curve Understands deeply the end to end nature of their job function and is able to articulate clearly the scaling limits in their area, while proposing solutions to them Uses their expertise to develop ideas that enable many potential futures without knowing exactly what the future is
Delivery	This category focuses on what they're expected to deliver on and how they go about doing that	Develops their productivity skills by learning and refining their working style and time management Capable of taking well-defined sub-tasks and completing them	Makes steady progress on tasks; knows when to ask for help in order to get themselves unblocked Able to own small-to-medium tasks from planning/development through completion; Capable of prioritising tasks; avoids getting caught up in unimportant details Capable of providing support for their area including parts that they are not familiar with	Persistent in the face of roadblocks; dispatches them efficiently, pulling in others as necessary Requires minimal direction/oversight Takes the initiative to fix issues before being assigned them. Delivers sound solutions that they believe are well researched End-to-end responsibility on projects of increasing complexity	Able to scope and define work or projects into well-defined milestones and timeframes. Identifies and proactively tackles future issues before they grow into something even bigger Regularly delivers projects or work as and when required; if not possible expectations are always managed and the reasons why clearly articulated	Recognised as a prolific contributor to core projects Consistently able to reduce the complexity of projects, services, and processes in order to get more done with less work	Consistently delivers large projects involving one or more teams' contribution on time at a high level of quality Quickly breaks down complex problems into potential solutions, knowns, and unknowns, in order to get to solid resolutions faster Capable of solving the hairiest problems that the team encounters
Communication & leadership	This category focuses on how they communicate and lead people and/or projects across the business	Effective in communicating progress to the team Asks for and accepts feedback graciously; eager to find ways to improve	Gives timely, helpful feedback to peers and managers Communicates assumptions and gets clarification on tasks up front to minimize the need for rework Understands how their work fits in to the larger project and identifies problems with requirements	Ensures they always communicate decisions at the right time, to the right people and in the right format (kick-off docs, meetings etc.) Mentors junior team members through sharing learnings or best practices Communicates and partners effectively across functions; is able to work well with whatever function necessary Proactively identifies problems (lack of clarity, inconsistencies etc.) for their own work and adjacent work; communicates these issues early to help course-correct	Makes others better through mentorship or guidance on specific areas related to their functional knowledge Sets direction at a project level Provides feedback on projects outside of their core area Identifies and proposes strategies to problems affecting their team and gets buy-in on solutions	Is able to facilitate cross-team work, improving the effectiveness of others Listens and guides debates to help reach a consensus; once a decision is made, clearly communicates and backs that decision Sets short to medium-term strategic direction, by looking ahead 6-12 months; identifies the areas of greatest need and creates plans to improve them Has made an obvious positive impact on the entire company's growth trajectory	Primarily acts as a multiplier by building systems, authoring tools, or introducing policies or patterns that raise the level of productivity of the entire org Communicates the awesomeness of the Charlie in relevant communities externally via talks and/or blog posts. Leads the conversations internally about the direction of major areas of their job function, drives team-wide consensus to the adoption of this direction, and uses this direction to inspire other team members Seen as a role model and mentor to everyone in their team Decisions have a direct impact on the longterm success or failure of Charlie

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Themes & Achievements

MANAGER (LEVEL 3)

A high-level performer with strong relationships and the ability to lead people

Typically has 2-4 direct reports

SENIOR MANAGER (LEVEL 4)

An organized leader and performer who pushes convention and drives change

Comfortable handling up to 7 direct reports

HEAD OF (LEVEL 5)

Effective leader focused on building teams and process for high impact results

Significant management experience (teams up to 10 people); recruited and hired teams

DIRECTOR OF (LEVEL 6)

Dynamic leader, focused on strategic vision, growing talent and execution

Significant management experience managing managers and multiple teams of up to 15 people

CATEGORY	DESCRIPTION	MANAGER (LEVEL 3)	SENIOR MANAGER (LEVEL 4)	HEAD OF (LEVEL 5)	DIRECTOR OF (LEVEL 6)
Knowledge	This category focuses on breadth and depth of knowledge; how their area(s) of expertise develop over time	<p>Develops basic understanding of people management practices, particularly around professional development; actively learning how to handle difficult management situations</p> <p>Demonstrates knowledge of industry trends and regularly seeks external expertise to accelerate their learning</p> <p>Emerging understanding of broader organizational context and goals</p> <p>An understanding of impact and success metrics helps to focus their team's efforts</p>	<p>Developing proven structure and processes that helps their team achieve outstanding results</p>	<p>A solid understanding of people management strategies and how to develop leaders in that function to be successful</p> <p>Holistic, integrated understanding of organizational context</p>	<p>Clear expertise as a manager, leader and operator</p>
Delivery	This category focuses on what they're expected to deliver on and how they go about doing that	<p>Scales themselves by their emerging ability to delegate work effectively to team members; ensures tasks are completed without micromanaging</p> <p>Focused on and responsible for their team's productivity and collective impact</p> <p>Leads the delivery of team projects or "business as usual" activities</p> <p>Supports on hiring activities within their function</p> <p>Takes ownership of their own development</p>	<p>Proactive in identifying and clearing roadblocks for the team</p> <p>Excels at getting the team to focus on the highest-impact projects</p> <p>Connects team's efforts with savvy grasp of ecosystem and organizational context; prioritises effectively based off business needs</p> <p>Continues to contribute to ongoing function work, whilst overseeing the delivery of multiple projects or initiatives on clear timelines</p> <p>Able to lead hiring efforts for their team and determine headcount</p>	<p>Begins to manage managers; coaches them toward strong people management practices</p> <p>Drives broader organizational efforts around culture, work, and values</p> <p>Able to lead and support their function whilst continually achieving impact and improvements across all areas</p> <p>Active in annual and ad hoc headcount planning for the organization; works to secure necessary budget</p> <p>Builds and supports high functioning, motivated teams</p>	<p>Develops and deploys new strategies for building a high performance function in line with our emerging customer and business needs</p> <p>Drives significant impact and improvements across their function; strategically plans for how people and processes scale</p> <p>Owns budget for their department</p>
Communication & Leadership	This category focuses on how they communicate and lead people and/or projects across the business	<p>Makes independent decisions for the team</p> <p>Contributes to the career development of others; empowers those around them</p> <p>Expected to meet regularly with their direct reports, provide frequent feedback on their work, help the individuals set goals and work to ensure employee growth and retention goals</p> <p>Developing an ability to articulate a vision</p>	<p>Creates opportunities for reports to grow and flourish</p> <p>Manages independently; communicates context to the team and surfaces requirements to relevant senior people within the business</p> <p>Sets clear expectations for team members; solicits, synthesizes and delivers feedback</p> <p>Comfortable managing team members with different skill sets and areas of focus</p> <p>Recognised for their impact on team culture; people are excited to work with them</p>	<p>Leverages past experience and uses strong communication skills to collaborate effectively with all other business leaders to define and prioritise the right work</p> <p>Owens the OKR setting and review process for teams under their oversight</p> <p>Proactively nurtures the talent of the senior people in their function and provides leadership to them, particularly around resourcing or personnel issues.</p> <p>Sells CharlieHR as a company and their organization as a team to potential candidates</p> <p>Develops and articulates compelling vision for the team</p>	<p>Makes real change in how the company approaches its business</p> <p>Confidently articulates vision for the team that excites and inspires leaders and partners</p>