



IC Track

Management Track

Areas		Associate	Mid	Senior	Lead (IC)	Lead (Management)	Associate Director	Director
Strategy Ability to take multiple inputs and identify the right problems to solve.	Opportunity Space							
	Solution Space							
Execution Ability to get work done and deliver results.	Self-Direction							
	Quality							
	Risk Mitigation							
Stakeholder Management Ability to build trust with stakeholders and properly advocate for both the client and Postlight, as appropriate.	Partnership							
	Alignment							
Communication Ability to deliver the right message with the right level of detail to the right audience.	Clarity							
	Effectiveness							
Collaboration Ability to properly empower and leverage the right people to move a piece of work forward.	Enablement							
	Design & Eng Fluency							
Growth Mindset Ability to understand and own your development, along with helping others do the same.	Awareness							
	Development							
	Talent Management							

		Associate	Mid	Senior	Lead (IC)
Strategy Ability to take multiple inputs and identify the right problems to solve.	AREAS	Opportunity Space: <i>Contributes to</i> the overall opportunity and definition of scope in a <i>well-defined problem space</i> . <i>Able to identify</i> new opportunities (both internal and client-facing), and <i>raise</i> them for consideration.	Opportunity Space: <i>Owns</i> the overall opportunity and definition of scope in a <i>well-defined problem space</i> . <i>Able to identify</i> new opportunities (both internal and client-facing) and <i>raise</i> them for consideration.	Opportunity Space: <i>Contributes to</i> the overall opportunity and definition of scope in an <i>ambiguous problem space</i> by <i>navigating complexity</i> . <i>Able to identify</i> new opportunities (both internal and client-facing) that are <i>aligned with Postlight's organizational goals</i> and <i>raise</i> them for consideration.	Opportunity Space: <i>Owns</i> the overall opportunity and definition of scope in an <i>ambiguous problem space</i> by <i>navigating complexity and driving simplicity</i> . <i>Able to identify</i> new opportunities (both internal and client-facing) that are <i>aligned with Postlight's organizational goals</i> and <i>raise</i> them for consideration.
		Solution Space: <i>Understands</i> user's needs, desired outcomes, and constraints. Can <i>connect the dots</i> between these inputs and the proposed solutions.	Solution Space: <i>Contributes to defining and prioritizing</i> a solution by understanding user's needs, desired outcomes, and constraints.	Solution Space: <i>Defines and prioritizes</i> a solution by understanding user's needs, desired outcomes, and constraints and is <i>able to communicate</i> an overall vision.	Solution Space: <i>Helps define desired outcomes</i> . <i>Defines and prioritizes</i> a solution by understanding user's needs, desired outcomes, and constraints and is able to <i>sell a vision</i> that others can communicate.
Execution Ability to get work done and deliver results.	AREAS	Self-Direction: <i>Mostly prioritizes and completes</i> day-to-day work autonomously but <i>relies</i> on others to give direction on how to approach new projects and problems.	Self-Direction: <i>Consistently prioritizes and completes</i> day-to-day work autonomously but <i>relies</i> on others to give direction on how to approach new projects and problems.	Self-Direction: <i>Consistently prioritizes and completes</i> day-to-day work autonomously. <i>Able to propose</i> path forward for new projects and problems.	Self-Direction: <i>Consistently prioritizes and completes</i> day-to-day work autonomously. <i>Able to execute</i> on new projects and problems without up-front guidance.
		Quality: <i>Adapts</i> to existing team processes for shipping and <i>participates</i> in quality assurance to ensure product quality is high and aligned with goals.	Quality: <i>Establishes and drives</i> a consistent shipping cadence and <i>ensures</i> product quality is high and will meet goals.	Quality: <i>Establishes, drives, and optimizes</i> a consistent shipping cadence and <i>ensures</i> product quality is high and will meet goals.	Quality: <i>Establishes, drives, and optimizes</i> a consistent shipping cadence and <i>pushes</i> product to a higher quality bar that will meet or exceed goals.
		Risk Mitigation: <i>Tracks</i> identified blockers, risks, and unknowns and <i>contributes</i> to resolving them.	Risk Mitigation: <i>Identifies</i> blockers, risks, and unknowns and <i>actively works</i> on resolving them.	Risk Mitigation: <i>Anticipates</i> blockers, risks, and unknowns and <i>actively works</i> on resolving them.	Risk Mitigation: <i>Consistently anticipates</i> blockers, risks, and unknowns and <i>mitigates</i> their impact.
Stakeholder Management Ability to build trust with stakeholders and properly advocate for both the client and Postlight, as appropriate.	AREAS	Partnership: <i>Builds working relationship</i> with stakeholders by understanding their <i>explicit</i> needs and motivations. <i>Balances</i> Postlight's and client's needs in a win-win way.	Partnership: <i>Builds trusted relationship</i> with stakeholders by understanding their <i>explicit</i> needs and motivations. <i>Occasionally looked to</i> for advice by stakeholders on some topics. <i>Balances</i> Postlight's and client's needs in a win-win way.	Partnership: <i>Builds trusted relationship</i> with stakeholders by understanding their <i>explicit and implicit</i> needs and motivations. <i>Consistently looked to</i> for advice by stakeholders. <i>Balances</i> Postlight's and client's needs in a win-win way.	Partnership: <i>Builds trusted relationship</i> with stakeholders by understanding their <i>explicit and implicit</i> needs and motivations. <i>Seen as an advisor</i> by stakeholders. <i>Balances</i> Postlight's and client's needs in a win-win way.
		Alignment: <i>With support</i> , <i>builds</i> alignment with stakeholders. <i>Able to spot</i> misalignment and <i>escalate</i> appropriately.	Alignment: <i>Proactively builds</i> alignment with stakeholders. <i>Able to spot</i> misalignment and <i>escalate</i> appropriately.	Alignment: <i>Proactively builds</i> alignment with stakeholders. <i>Able to spot</i> misalignment and <i>resolve</i> appropriately.	Alignment: <i>Proactively builds</i> alignment with stakeholders, <i>anticipating</i> where tension might arise. <i>Able to spot</i> misalignment and <i>resolve</i> appropriately.

	Associate	Mid	Senior	Lead (IC)
Communication Ability to deliver the right message with the right level of detail to the right audience.	Clarity: <i>Translates</i> between problems, needs, and goals and communicates them in a way that is appropriate and actionable to the relevant team . <i>With support, can craft</i> the right message to stakeholders and leadership .	Clarity: <i>Translates</i> between problems, needs, and goals and communicates them in a way that is appropriate and actionable to the relevant team and stakeholders . <i>With support, can craft</i> the right message to leadership .	Clarity: <i>Translates</i> between problems, needs, and goals and communicates them in a way that is appropriate and actionable to the relevant team, stakeholders, and leadership . <i>Able to distill</i> large amounts of information into a narrative relevant to the audience.	Clarity: <i>Translates</i> between problems, needs, and goals and communicates them in a way that is appropriate and actionable to the relevant team, stakeholders, and leadership . <i>Consistently distills</i> large amounts of information into a narrative relevant to the audience.
	Effectiveness: <i>Routes</i> information to the right people. <i>Documents</i> goals, objectives, and decisions and keeps them up to date so that the team can be productive. <i>Effectively uses</i> confidence, tone, and urgency when delivering communication.	Effectiveness: <i>Proactively communicates</i> information to the right people. <i>Documents</i> goals, objectives, and decisions and keeps them up to date so that the team can be productive. <i>Effectively uses</i> confidence, tone, and urgency when delivering communication.	Effectiveness: <i>Proactively communicates</i> information to the right people and <i>anticipates</i> questions and concerns. <i>Documents</i> goals, objectives, and decisions and keeps them up to date so that the team can be productive. <i>Effectively uses</i> confidence, tone, and urgency when delivering communication.	Effectiveness: <i>Proactively communicates</i> information to the right people and <i>anticipates</i> questions and concerns. <i>Documents</i> goals, objectives, and decisions and keeps it up to date so that the team can be productive. <i>Effectively uses</i> confidence, tone, and urgency when delivering communication.
Collaboration Ability to properly empower and leverage the right people to move a piece of work forward.	Enablement: <i>Helps create</i> an environment where the team is productive. Brings product team's perspective to the conversation and <i>seeks out feedback</i> from strat, design, and engineering to improve how the team works together.	Enablement: <i>Creates</i> an environment where the team is productive. Brings product team's perspective to the conversation and <i>creates a feedback loop</i> between strat, product, design, and engineering. <i>Uses the feedback to improve</i> the team's dynamic.	Enablement: <i>Creates</i> an environment where the team is productive. Brings product team's perspective to the conversation and <i>creates a feedback loop</i> between strat, product, design, and engineering. <i>Consistently improves</i> the team's dynamics based on the feedback and <i>considers ways to improve</i> Postlight overall.	Enablement: <i>Creates</i> an environment where the team is productive. Brings product team's perspective to the conversation and <i>creates a feedback loop</i> between strat, product, design, and engineering. <i>Consistently improves the team's</i> dynamics based on the feedback and <i>brings best practices to improve</i> Postlight overall.
	Design & Engineering Fluency: <i>Relies</i> on expertise of design and engineering. <i>Demonstrates ability to learn</i> about design and engineering concepts.	Design & Engineering Fluency: <i>Relies</i> on expertise of design and engineering, <i>shares opinions</i> on design and engineering topics, and is <i>able to gut check</i> decisions.	Design & Engineering Fluency: <i>Relies</i> on expertise of design and engineering, <i>shares opinions</i> on design and engineering topics, and is <i>able to appropriately challenge</i> decisions and <i>propose</i> alternative ideas.	Design & Engineering Fluency: <i>Relies</i> on expertise of design and engineering, <i>shares opinions</i> on design and engineering topics, and is <i>able to appropriately challenge</i> decisions and <i>propose</i> alternative ideas.
Growth Mindset Ability to understand and own your development, along with helping others do the same.	Awareness: <i>Actively solicits</i> feedback from team , always assuming positive intent. <i>Receives guidance</i> on growth opportunities.	Awareness: <i>Actively solicits</i> feedback from team , always assuming positive intent. <i>Understands own</i> strengths, weaknesses, and growth opportunities.	Awareness: <i>Actively solicits</i> feedback from team and leadership , always assuming positive intent. <i>Understands own</i> strengths, weaknesses, and growth opportunities as well as <i>those of people they directly interact with</i> .	Awareness: <i>Actively solicits</i> feedback from team and leadership , always assuming positive intent. <i>Understands own</i> strengths, weaknesses, and growth opportunities. <i>Able to identify</i> strengths, weaknesses, and growth opportunities that <i>span the department</i> .
	Development: <i>Leverages</i> professional development and other resources to improve.	Development: <i>Leverages</i> professional development and other resources to improve. <i>Shares</i> individual learnings with the broader team.	Development: <i>Leverages</i> professional development and other resources to improve <i>beyond current responsibilities</i> . <i>Improves</i> the dynamics and overall expertise of the team by mentoring, influencing, and leading where appropriate.	Development: <i>Leverages</i> professional development and other resources to improve <i>beyond current responsibilities</i> . <i>Actively manages</i> the dynamics and overall expertise of the team by <i>mentoring, influencing, and leading</i> where appropriate.



Lead (Management)

Associate Director

Director

	Lead (Management)	Associate Director	Director
Strategy Ability to take multiple inputs and identify the right problems to solve.	Opportunity Space: Owns the overall opportunity and definition of scope in an ambiguous problem space by navigating complexity and driving simplicity. Able to identify new opportunities (both internal and client-facing) that are aligned with Postlight's organizational goals and raise them for consideration.	Opportunity Space: Owns the overall opportunity and definition of scope in an ambiguous problem space by navigating complexity and driving simplicity. Provides input into the vision, strategic plans, and goals for the department. Consistently identifies new opportunities (both internal and client-facing) that are aligned with Postlight's organizational goals and makes a compelling pitch.	Opportunity Space: Owns the overall opportunity and definition of scope in an ambiguous problem space by navigating complexity and driving simplicity. Defines the vision, strategic plans, and goals for the department. Consistently identifies new opportunities (both internal and client-facing) that are aligned with Postlight's organizational goals and makes a compelling pitch.
	Solution Space: Helps define desired outcomes. Defines and prioritizes a solution by understanding user's needs, desired outcomes, and constraints and is able to sell a vision that others can communicate.	Solution Space: Helps define desired outcomes. Defines and prioritizes a solution by understanding user's needs, desired outcomes, and constraints. Able to apply knowledge of market and industry trends as well as product intuition to proposed solutions. Able to sell a vision that others can communicate.	Solution Space: Helps define desired outcomes. Defines and prioritizes a solution by understanding user's needs, desired outcomes, and constraints. Consistently applies knowledge of market and industry trends as well as product intuition to proposed solutions. Consistently sells a vision that others can communicate, resulting in force multiplying effects.
Execution Ability to get work done and deliver results.	Self-Direction: Consistently prioritizes and completes day-to-day work autonomously. Able to execute on new projects and problems without up-front guidance.	Self-Direction: Consistently prioritizes, effectively delegates, and completes day-to-day work autonomously. Able to execute on new projects and problems without up-front guidance, including filling gaps outside of direct areas of expertise. Helps department prioritize to ensure they deliver on top objectives. Relies on guidance on challenging leadership, project, and organizational scenarios.	Self-Direction: Consistently prioritizes, effectively delegates, and completes day-to-day work autonomously. Consistently executes on new projects and problems without up-front guidance, including filling gaps outside of direct areas of expertise. Helps department prioritize to ensure they deliver on top objectives. Rarely needs guidance on challenging leadership, project, and organizational scenarios.
	Quality: Establishes, drives, and optimizes a consistent shipping cadence and pushes product to a higher quality bar that will meet or exceed goals.	Quality: Establishes, drives, and optimizes a consistent shipping cadence and pushes product to a higher quality bar. Has a proven track record of high impact. Improves quality of work outside of direct line of influence.	Quality: Establishes, drives, and optimizes a consistent shipping cadence and pushes product to a higher quality bar. Has a proven track record of high impact. Responsible for quality of projects outside of direct line of influence.
	Risk Mitigation: Consistently anticipates blockers, risks, and unknowns and mitigates their impact.	Risk Mitigation: Consistently anticipates blockers, risks, and unknowns and mitigates their impact. Drives decisive and timely action to address important issues.	Risk Mitigation: Consistently anticipates blockers, risks, and unknowns and mitigates their impact. Drives decisive and timely action to address important issues.
Stakeholder Management Ability to build trust with stakeholders and properly advocate for both the client and Postlight, as appropriate.	Partnership: Builds trusted relationship with stakeholders by understanding their explicit and implicit needs and motivations. Seen as an advisor by stakeholders. Balances Postlight's and client's needs in a win-win way.	Partnership: Builds trusted relationship with senior and executive stakeholders by understanding their explicit and implicit needs and motivations. Seen as an advisor by stakeholders. Balances Postlight's and client's needs in a win-win way.	Partnership: Builds trusted relationship with senior and executive stakeholders by understanding their explicit and implicit needs and motivations. Seen as an advisor by stakeholders, with deep influence over critical decisions. Balances Postlight's and client's needs in a win-win way.
	Alignment: Proactively builds alignment with stakeholders, anticipating where tension might arise. Able to spot misalignment and resolve appropriately.	Alignment: Proactively builds alignment with senior and executive stakeholders, anticipating where tension might arise and leading through high-stakes conflict or difficult decisions. Consistently spots misalignment and resolves appropriately.	Alignment: Proactively builds alignment with senior and executive stakeholders, anticipating where tension might arise and leading through high-stakes conflict or difficult decisions. Consistently spots misalignment and resolves appropriately.



Lead (Management)

Associate Director

Director

Communication Ability to deliver the right message with the right level of detail to the right audience.	Clarity: <i>Translates</i> between problems, needs, and goals and communicates them in a way that is appropriate and actionable to the relevant <i>team, stakeholders, and leadership</i> . <i>Consistently distills</i> large amounts of information into a narrative relevant to the audience.	Clarity: <i>Translates</i> between problems, needs, and goals and communicates them in a way that is appropriate and actionable to the relevant <i>team, stakeholders, and leadership</i> . <i>Consistently distills</i> large amounts of information into a narrative relevant to the audience. <i>Able to act as a spokesperson</i> for the department, both internally and to current or prospective clients.	Clarity: <i>Translates</i> between problems, needs, and goals and communicates them in a way that is appropriate and actionable to the relevant <i>team, stakeholders, and leadership</i> . <i>Consistently distills</i> large amounts of information into a narrative relevant to the audience. <i>Effectively handles highly sensitive information and/or influences highly visible activities</i> , both internally and with current or prospective clients, where representing the company on high-profile matters is required.
	Effectiveness: <i>Proactively communicates</i> information to the right people and <i>anticipates</i> questions and concerns. <i>Documents</i> goals, objectives, and decisions and keeps them up to date so that the team can be productive. <i>Effectively uses</i> confidence, tone, and urgency when delivering communication.	Effectiveness: <i>Proactively communicates</i> information to the right people and <i>anticipates</i> questions and concerns. <i>Documents</i> goals, objectives, and decisions and keeps them up to date so that the team can be productive. <i>Effectively uses</i> confidence, tone, and urgency when delivering communication.	Effectiveness: <i>Proactively communicates</i> information to the right people and <i>anticipates</i> questions and concerns. <i>Documents</i> goals, objectives, and decisions and keeps them up to date so that the team can be productive. <i>Effectively uses</i> confidence, tone, and urgency when delivering communication.
Collaboration Ability to properly empower and leverage the right people to move a piece of work forward.	Enablement: <i>Creates</i> an environment where the team is productive. Brings product team's perspective to the conversation and <i>creates a feedback loop</i> between strat, product, design, and engineering. <i>Consistently improves the team's</i> dynamics based on the feedback and <i>brings best practices to improve</i> Postlight overall.	Enablement: <i>Creates</i> an environment where the team is productive. Brings product team's perspective to the conversation and <i>creates a feedback loop</i> between product, design, and engineering. <i>Consistently improves the team's</i> dynamics based on the feedback, brings best practices, and implements systems of measurements that improve Postlight overall.	Enablement: <i>Empowers team to do their best work</i> by driving ownership deep into the organization. Brings product team's perspective to the conversation and <i>creates a feedback loop</i> between product, design, and engineering. <i>Consistently improves the team's</i> dynamics based on the feedback, brings best practices, and implements systems of measurements that improve Postlight overall.
	Design & Engineering Fluency: <i>Relies</i> on expertise of design and engineering, <i>shares opinions</i> on design and engineering topics, and is <i>able to appropriately challenge</i> decisions and <i>propose</i> alternative ideas.	Design & Engineering Fluency: <i>Relies</i> on expertise of design and engineering, <i>shares opinions</i> on design and engineering topics, and is <i>able to appropriately challenge</i> decisions and <i>propose</i> alternative ideas.	Design & Engineering Fluency: <i>Relies</i> on expertise of design and engineering, <i>shares opinions</i> on design and engineering topics, and is <i>able to appropriately challenge</i> decisions and <i>propose</i> alternative ideas.
Growth Mindset Ability to understand and own your development, along with helping others do the same.	Awareness: <i>Actively solicits</i> feedback from <i>team and leadership</i> , always assuming positive intent. <i>Understands own</i> strengths, weaknesses, and growth opportunities. <i>Able to</i> identify strengths, weaknesses, and growth opportunities that <i>span the department</i> .	Awareness: <i>Actively solicits</i> feedback from team and leadership, always assuming positive intent. <i>Understands own</i> strengths, weaknesses, and growth opportunities. <i>Consistently identifies</i> strengths, weaknesses, and growth opportunities that <i>span the department</i> .	Awareness: <i>Actively solicits</i> feedback from team and leadership, always assuming positive intent. <i>Understands own</i> strengths, weaknesses, and growth opportunities. <i>Consistently identifies</i> strengths, weaknesses, and growth opportunities that <i>span the organization</i> .
	Development: <i>Leverages</i> professional development and other resources to improve <i>beyond current responsibilities</i> . <i>Actively manages</i> the dynamics and overall expertise of the team by <i>mentoring, influencing, and leading</i> where appropriate.	Development: <i>Leverages</i> professional development and other resources to improve <i>beyond current responsibilities</i> . <i>Actively manages</i> the dynamics and overall expertise of the department by <i>developing and managing frameworks, processes, and programs</i> .	Development: <i>Leverages</i> professional development and other resources to improve <i>understanding of the business beyond core areas of expertise</i> . <i>Actively manages</i> the dynamics and overall expertise of the department by <i>developing and managing frameworks, processes, and programs</i> .
	Talent Management: Manages a <i>team of ICs</i> and holds them accountable to performance standards. Builds high-performing <i>teams</i> by <i>actively engaging</i> in recruiting and hiring exceptional talent, <i>promoting</i> a culture of diversity, equity, and inclusion, <i>promoting</i> opportunities for high performers, <i>celebrating</i> success, and <i>working</i> through tough decisions on exiting employees.	Talent Management: Manages a <i>team of ICs and/or managers</i> and holds them accountable to performance standards. Builds a high-performing <i>department</i> by <i>executing on</i> hiring and staffing plans, <i>actively engaging</i> in recruiting and hiring exceptional talent, <i>fostering</i> a culture of diversity, equity, and inclusion, <i>fostering</i> opportunities for high performers, <i>celebrating</i> success, and <i>guiding managers</i> through tough decisions on exiting employees.	Talent Management: Manages a <i>team of senior ICs and/or managers</i> and holds them accountable to performance standards. <i>Has a proven track record</i> of building a high performing <i>department</i> by <i>creating</i> hiring and staffing plans that scale, <i>cultivating and growing</i> new managers, <i>attracting and hiring</i> exceptional talent, <i>building</i> a culture of diversity, equity, and inclusion, <i>building</i> opportunities for high performers, <i>celebrating</i> success, and <i>guiding managers</i> through tough decisions on exiting employees.



Jesse Example

Mid-Level PM

Strategy	Execution	Stakeholder Management	Communication	Collaboration	Growth Mindset
<p>EFFECTIVE</p> <p>Jesse has mostly managed well-defined projects and has done a great job as evidenced by the success of Project A, B, and C. When dipping their toes into ambiguity like on Project D, they required a lot of support from their EL. To grow here, Jesse should work with their EL to understand how to break down and move ambiguous problems forward. More exposure will help grow them to the next level.</p>	<p>SURPASSING</p> <p>When Jesse commits to something, their team knows it'll be delivered on time. They are very reliable at keeping things moving and always ensure that the product quality is high. They're performing at the next level because of their ability to anticipate risks as evidenced by ABC specific example on Project B.</p>	<p>EFFECTIVE</p> <p>Jesse builds really strong relationships with stakeholders. They understand people's motivations and needs but could do more to read the room and get a sense of implicit messages. An example of where this would have helped is XYZ. On Project B, Jesse is consistently looked to to advise people well and understand their motivations and needs.</p>	<p>LEARNING</p> <p>There has been a lot of growth here over the last 6 months, but this is still an area where Jesse is learning. To get to effective, Jesse should focus on what medium is the most effective way to deliver a message (call vs. Slack vs. JIRA ticket vs. long-form doc) as well as consider the right level of urgency a message needs in order to reach the intended outcome. Some resources they can consider are ABC.</p>	<p>EFFECTIVE</p> <p>Jesse is good at bringing people in and creating feedback loops. They improve team dynamics, although this is something they can do more of. An example where they could have stepped in is on Client B's project. While comfortable with design, beefing up their engineering fluency would help make conversations, like on Project B, move faster.</p>	<p>EFFECTIVE</p> <p>Jesse is very self-aware and eager to listen to feedback. They understand their own strengths and weaknesses. They're starting to identify those in the people around them too.</p>