

COMPETENCIES	FOCUS AREAS	Senior	Lead	Associate Director	Director
Storytelling & Communication Ability to craft effective narratives and bring them to life in client-facing artifacts and interactions that support positive business outcomes for Postlight and our clients.	NARRATIVE & WRITING				
	ARTIFACT CREATION				
	PRESENCE, PERSUASION & CREDIBILITY				
Strategy Ability to take multiple inputs, identify the right problems to solve, develop hypotheses, and select appropriate solutions.	PLATFORM GROWTH				
	PLATFORM ARCHITECTURE				
	BUSINESS MODELS				
	BUSINESS GROWTH				
Execution Ability to reliably get work done and deliver high quality results.	SELF-DIRECTION				
	NAVIGATING AMBIGUITY & RISK				
	QUALITY				
Engagement Leadership Ability to build deep relationships with Postlight project teams and clients that create growth opportunities for both.	STAKEHOLDER MANAGEMENT				
	PROJECT SUCCESS				
	ACCOUNT GROWTH				
Collaboration Ability to properly empower and leverage the right people to move a piece of work forward.	ENABLEMENT				
	DISCIPLINE FLUENCY				
Growth Mindset Ability to understand and own your development, along with helping others do the same.	AWARENESS				
	DEVELOPMENT				
	TALENT DEVELOPMENT				

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Storytelling & Communication Ability to craft effective narratives and bring them to life in client-facing artifacts and interactions that support positive business outcomes for Postlight and our clients.	NARRATIVE & WRITING	<p>Able to define the vision and narrative for proposals based on RFPs, client conversations, research, and expertise.</p> <p>Translates ideas into internal and client-facing prose that is authoritative, clear, and compelling.</p>	<p>Consistently defines and owns the vision and narrative for proposals based on RFPs and client conversations, research, and expertise.</p> <p>Able to lead consultations with SMEs to ensure accuracy, efficacy, and feasibility.</p>	<p>Able to guide others as they define the vision and narrative for proposals based on RFPs and client conversations, research, and expertise.</p> <p>Consistently leads consultations with SMEs to ensure accuracy, efficacy, and feasibility.</p>	<p>Distills RFPs and client conversations into a clear vision with guidance that prepares others to create effective narratives. Also able to level up any narrative or artifact through clear, actionable feedback or direct intervention.</p> <p>Works with discipline leadership to facilitate processes that enable repeatable, productive collaboration.</p>
	ARTIFACT CREATION	<p>Translates narratives into appropriate formats and creates artifacts that are ready for feedback and refinement.</p> <p>Relies on others for feedback to ensure accuracy, efficacy, and feasibility and revises effectively and efficiently.</p>	<p>Consistently translates narratives into appropriate formats and creates artifacts that are polished and ready for minimal feedback and refinement.</p> <p>Able to create new storytelling tools when required.</p>	<p>Able to translate narratives into appropriate formats and polished artifacts that are client-ready and tailored for the situation at hand.</p> <p>Consistently creates new storytelling tools when required.</p>	<p>Consistently translates the narrative into polished artifacts that are client-ready and tailored for the situation at hand.</p> <p>Consistently creates new storytelling tools when required.</p>
	PRESENCE, PERSUASION & CREDIBILITY	<p>Able to quickly earn the trust of stakeholders at all levels.</p> <p>Relies on rehearsal, guidance, and feedback to make compelling presentations to clients and prospective clients.</p> <p>Relies on guidance to prepare for high-stakes interactions.</p>	<p>Consistently earns the trust of stakeholders at all levels.</p> <p>Consistently makes compelling presentations to clients and prospective clients.</p> <p>Prepares for high-stakes interactions independently and sees them through to successful conclusion.</p>	<p>Consistently earns the trust of stakeholders at all levels.</p> <p>Consistently makes compelling presentations to clients and prospective clients.</p> <p>Prepares for high-stakes interactions independently and sees them through to successful conclusion.</p> <p>Represents Postlight publicly and serves as a point of escalation internally and for clients.</p>	<p>Consistently earns the trust of stakeholders at all levels.</p> <p>Consistently makes compelling presentations to clients and prospective clients.</p> <p>Prepares for high-stakes interactions independently and sees them through to successful conclusion.</p> <p>Can address our most sophisticated and demanding clients by adapting to the moment and culture and setting the appropriate tone in the room.</p> <p>Represents Postlight publicly and serves as a point of escalation internally and for clients.</p>

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Strategy Ability to take multiple inputs, identify the right problems to solve, develop hypotheses, and select appropriate solutions.	PLATFORM GROWTH	Can investigate the mechanisms of platform growth and methods for measuring success and relies on others to confirm understanding and develop a point of view.	Able autonomously investigate and understand strategies for platform growth and measurement in proposals and as an EL.	Able autonomously investigate, understand, and create strategies for platform growth and measurement in proposals and as an EL.	Consistently and autonomously investigates, understands, and creates strategies for platform growth and measurement in proposals and as an EL.
	PLATFORM ARCHITECTURE	Relies on engineering SMEs to create appropriate technical recommendations.	Able to drive collaborations with engineering SMEs to create appropriate technical recommendations.	Consistently drives collaborations with engineering SMEs to create appropriate technical recommendations.	Consistently drives collaborations with engineering SMEs to create appropriate technical recommendations.
	BUSINESS MODELS	Able to research and quickly develop and articulate an informed point of view about business models and industries.	Able to research and quickly develop and articulate an informed point of view about business models and industries.	Contributes original thinking about business models and industries informed by research and relevant experience.	Generates multi-faceted original thinking and insights about business models and industries that unlocks value for clients and opportunities for Postlight.
	BUSINESS GROWTH			Develops, socializes, and generates support for digital strategies that can drive measurable business impact for clients.	Develops, socializes, and generates support for digital strategies that can drive measurable business impact for clients.

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Execution Ability to reliably get work done and deliver high-quality results.	SELF-DIRECTION	Consistently prioritizes and completes day-to-day work autonomously. Able to execute on new projects and problems without up-front guidance.	Consistently prioritizes and completes day-to-day work autonomously. Able to execute on new projects and problems without up-front guidance.	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 that are 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.	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 that are 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.
	NAVIGATING AMBIGUITY & RISK	Clearly articulates challenges, risks, and opportunities in ambiguous situations. Relies on guidance to design and implement solutions. Anticipates blockers, risks, and unknowns and actively works on resolving them.	Clearly articulates challenges, risks, and opportunities in ambiguous situations. Able to independently design and implement solutions. Consistently anticipates blockers, risks, and unknowns and mitigates their impact.	Clearly articulates challenges, risks, and opportunities in ambiguous situations. Consistently designs and implements solutions. Consistently anticipates blockers, risks, and unknowns and mitigates their impact. Drives decisive and timely action to address important issues.	Consistently anticipates challenges, risks, and opportunities in ambiguous situations and mitigates impact or unlocks opportunities. Consistently anticipates blockers, risks, and unknowns and mitigates their impact. Drives decisive and timely action to address important issues.
	QUALITY	Reliably drives and delivers high quality work that will meet goals.	Reliably drives and delivers high-quality work that will meet or exceed goals.	Reliably drives and delivers high-quality work that will meet or exceed goals. Improves quality of work overall within Strat.	Reliably drives and delivers high-quality work that will meet or exceed goals. Improves quality of work overall within Strat.

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<p>Engagement Leadership</p> <p>Ability to build deep relationships with Postlight project teams and clients that create growth opportunities for both.</p>	STAKEHOLDER MANAGEMENT	Partners with project teams to build trusted relationships with stakeholders by understanding their explicit and implicit needs and motivations. Consistently looked to for advice by stakeholders. Balances Postlight's and client's needs in a win-win way.	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.	Builds trusted relationship with senior and executive stakeholders by understanding their explicit and implicit needs and motivations. Seen as an advisor by stakeholders, who actively seek advice. Balances Postlight's and client's needs in a win-win way.	Builds trusted relationship with senior and executive stakeholders by understanding their explicit and implicit needs and motivations. Seen as an advisor by stakeholders, who actively seek advice. Balances Postlight's and client's needs in a win-win way.
	PROJECT SUCCESS	Partners with project teams to foster a supportive environment in which teams understand and identify with client needs and feel they can do their best work. Relies on others to navigate challenging situations successfully. Seen as a partner and source of stability by the team.	Able to foster a supportive environment in which teams understand and identify with client needs and feel they can do their best work. May rely on others to navigate challenging situations successfully. Consistently improves project artifacts through feedback and hands-on work, if necessary. Seen as a partner and source of stability and solutions by the team.	Consistently balances supporting project teams with being a demanding customer that makes Postlight's work stronger. Consistently improves project artifacts through feedback and hands-on work, if necessary. Consistently fosters a supportive environment in which teams understand and identify with client needs and feel they can do their best work. Able to independently navigate challenging situations. Seen as a partner and source of stability and solutions by the team.	Consistently balances supporting project teams with being a demanding customer that makes Postlight's work stronger. Consistently improves project artifacts through feedback and hands-on work, if necessary. Consistently fosters a supportive environment in which teams understand and identify with client needs and feel they can do their best work. Able to independently navigate challenging situations. Seen as a partner and source of stability and solutions by the team.
	ACCOUNT GROWTH	Identifies opportunities for account growth and relies on guidance to bring them to fruition. Able to grow client accounts in partnership with project teams.	Identifies opportunities for account growth and is able to bring them to fruition. Able to build meaningful relationships and network with clients outside of the project cadence. Successfully grows client accounts in partnership with project teams.	Consistently identifies opportunities for account growth. Creates strategies that bring opportunities to fruition. Proactively builds meaningful relationships and networks with clients outside of the project cadence. Successfully grows client accounts in partnership with project teams.	Consistently identifies opportunities for account growth. Creates strategies that bring opportunities to fruition. Proactively builds meaningful relationships and networks with clients outside of the project cadence. Successfully grows client accounts in partnership with project teams.

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<p>Collaboration</p> <p>Ability to properly empower and leverage the right people to move a piece of work forward.</p>	<p>ENABLEMENT</p>	<p>Creates an environment where the team is productive. Brings strat's perspective to the conversation and creates a feedback loop between strat, product, design, and engineering. Consistently improves the team's dynamics based on the feedback and considers ways to improve Postlight overall.</p>	<p>Creates an environment where the team is productive. Brings strat's perspective to the conversation and creates a feedback loop between strat, product, design, and engineering. Consistently improves the team's dynamics based on the feedback and considers ways to improve Postlight overall.</p>	<p>Creates an environment where the team is productive. Brings strat's perspective to the conversation and creates a feedback loop between product, design, and engineering.</p> <p>Consistently improves the team's dynamics based on the feedback, brings best practices, and suggests process and other improvements that strengthen Postlight overall.</p>	<p>Empowers teams to do their best work by driving ownership deep into the organization. Brings strat's perspective to the conversation and creates a feedback loop between product, design, and engineering.</p> <p>Consistently improves the team's dynamics based on the feedback, brings best practices, and implements process and other improvements that strengthen Postlight overall.</p>
	<p>DISCIPLINE FLUENCY</p>	<p>Relies on expertise of PM, design, and engineering, regularly gains knowledge about PM, design, and engineering topics, and is able to appropriately investigate alternative ideas.</p>	<p>Able to engage as a peer with PM, design, and engineering leaders, shares opinions on PM, design, and engineering topics, and is able to appropriately challenge decisions and propose alternative ideas.</p>	<p>Consistently engages as a peer with PM, design, and engineering leaders, shares opinions on PM, design, and engineering topics, and is able to appropriately challenge decisions and propose alternative ideas.</p>	<p>Consistently engages as a peer with PM, design, and engineering leaders, shares opinions on PM, design, and engineering topics, and is able to appropriately challenge decisions and propose alternative ideas.</p>

COMPETENCIES	FOCUS AREAS	Senior	Lead	Associate Director	Director
Growth Mindset Ability to understand and own your development, along with helping others do the same.	AWARENESS	<p>Actively solicits feedback from team and leadership, always assuming positive intent.</p> <p>Takes appropriate action based on feedback and demonstrates both willingness to learn and progress.</p> <p>Understands own strengths, weaknesses, and growth opportunities as well as those of people they directly interact with.</p>	<p>Actively solicits feedback from team and leadership, always assuming positive intent.</p> <p>Takes appropriate action based on feedback and demonstrates both willingness to learn and progress.</p> <p>Understands own strengths, weaknesses, and growth opportunities as well as those of people they directly interact with.</p>	<p>Actively solicits feedback from team and leadership, always assuming positive intent.</p> <p>Takes appropriate action based on feedback and demonstrates both willingness to learn and progress.</p> <p>Understands own strengths, weaknesses, and growth opportunities. Consistently identifies strengths, weaknesses, and growth opportunities that span the department.</p>	<p>Actively solicits feedback from team and leadership, always assuming positive intent.</p> <p>Takes appropriate action based on feedback and demonstrates both willingness to learn and progress.</p> <p>Understands own strengths, weaknesses, and growth opportunities. Consistently identifies strengths, weaknesses, and growth opportunities that span the organization.</p>
	DEVELOPMENT	<p>Leverages professional development and other resources to improve beyond current responsibilities.</p>	<p>Leverages professional development and other resources to improve beyond current responsibilities. Actively manages the dynamics and overall expertise of the team by mentoring, influencing, and leading where appropriate.</p>	<p>Leverages professional development and other resources to improve beyond current responsibilities. Actively manages the dynamics and overall expertise of the department by developing and managing frameworks, processes, and programs.</p>	<p>Leverages professional development and other resources to improve understanding of the business beyond core areas of expertise. Actively manages the dynamics and overall expertise of the department by developing and managing frameworks, processes, and programs.</p>
	TALENT DEVELOPMENT			<p>May manage a team of ICs and holds them accountable to performance standards.</p> <p>Builds a high-performing department by actively engaging in recruiting and hiring exceptional talent, fostering a culture of diversity, equity, and inclusion, fostering opportunities for high performers, and celebrating success.</p>	<p>Manages a team of senior ICs and/or managers and holds them accountable to performance standards.</p> <p>Has a proven track record of building a high performing department by creating hiring and staffing plans that scale, cultivating and growing new managers, attracting and hiring exceptional talent, building a culture of diversity, equity, and inclusion, building opportunities for high performers, celebrating success, and guiding managers through tough decisions on exiting employees.</p>