



## IC Track

## Management Track

	Associate	Mid	Senior	Lead (IC)	Lead (Management)	Associate Director	Director
<b>Product Vision:</b> Ability to synthesize strategy inputs and conceptualize a solution							
<b>Visual Acuity:</b> Ability to deliver high-quality user interface with attention to detail							
<b>User Focus:</b> Ability to execute on user experience research and analysis							
<b>Communication:</b> Ability to effectively deliver design solutions to various audiences							
<b>Collaboration:</b> Ability to work closely with internal and external teams to execute the work							
<b>Digital Fluency:</b> Ability to understand and collaborate with engineers for digital devices							
<b>Growth Mindset:</b> Ability to understand and own your development							



Associate

Mid

Senior

Lead (IC)

	Associate	Mid	Senior	Lead (IC)
<b>Product Vision</b> Ability to synthesize strategy inputs and conceptualize a solution	<b>[Solution Space]</b> Adds support to defining and prioritizing a design solution by understanding user needs and business goals.	<b>[Solution Space]</b> Contributes to defining and prioritizing a design solution by understanding user needs and business goals.	<b>[Solution Space]</b> Leads defining and prioritizing a design solution by understanding user needs and business goals.	<b>[Solution Space]</b> Leads defining and prioritizing a design solution by understanding user needs and business goals for complex clients.
	<b>[Delivery and Direction]</b> Acts as a resource to a more senior designer on a larger product roadmap when presented with various inputs from stakeholders.	<b>[Delivery and Direction]</b> Contributes to a larger product roadmap when presented with various inputs from stakeholders.	<b>[Delivery and Direction]</b> Helps define a larger product roadmap for a product when presented with various inputs from stakeholders while offering their own perspective.	<b>[Delivery and Direction]</b> Leads collaboration on a larger product roadmap when presented with various inputs from stakeholders as a design expert for clients. Advises product and engineering counterparts to define best practices and design deliverables.
<b>Visual Acuity</b> Ability to deliver high-quality user interfaces with attention to detail	<b>[UI Design]</b> Ability to create digital experiences with an attention to detail. Has a grasp of hierarchy, typography and user interface and how it communicates a product effectively.	<b>[UI Design]</b> Ability to create digital experiences with an attention to detail. Has a solid understanding of hierarchy, typography, and user interface and how it communicates a product effectively.	<b>[UI Design]</b> Ability to create a wide variety of digital experiences with an attention to detail with little direction. Has proficiency in hierarchy, typography, and user interface. Understands how it communicates a product effectively and can demonstrate rationale for others on the team.	<b>[UI Design]</b> Ability to direct and deliver a wide variety of digital experiences with attention to detail in tight timeframes. Has an expert level execution of hierarchy, typography, and user interface and how it communicates a product effectively. Can demonstrate and articulate rationale to the team.
	<b>[Design Systems]</b> Can take direction on how to apply a brand into a larger design system and can recognize how it connects to product vision.	<b>[Design Systems]</b> Can apply a brand into a larger design system and can communicate how it connects to product vision.	<b>[Design Systems]</b> Can extrapolate a brand into a larger design system and can demonstrate how it connects to product vision.	<b>[Design Systems]</b> Can conceptualize and deliver a brand into a larger design system and can lead a team of designers on how it connects to product vision. Prioritizes streams of work and guides others on complex design systems.



	Associate	Mid	Senior	Lead (IC)
<b>User Focus</b> Ability to execute on user experience research and analysis	<b>[UX]</b> Ability to <b>aid in capturing</b> user feedback interviews and <b>help</b> product managers analyze user insights to be turned into actionable next steps for the client.	<b>[UX]</b> Ability to <b>capture</b> user feedback interviews and <b>collaborate</b> with product managers to synthesize that understanding into actionable next steps for a client.	<b>[UX]</b> Ability to <b>lead</b> user feedback interviews and <b>synthesize</b> into actionable next steps for a client. Understanding of how to <b>deliver feedback</b> to a client.	<b>[UX]</b> Ability to <b>develop</b> a research and user feedback interview plan given <b>constraints and ambiguity</b> and <b>own the synthesis plan</b> to convert to actionable next steps for a client. Ability to deliver feedback to a client <b>as part of the kickoff</b> of a project.
	<b>[Flow and Clarity]</b> <b>Contributes</b> to user flows for a given audience.	<b>[Flow and Clarity]</b> <b>Build</b> user flows for a given audience and <b>optimize</b> for ideal outcomes. <b>Develops understanding</b> for inclusive design.	<b>[Flow and Clarity]</b> <b>Build extensive</b> user flows for a given audience and <b>optimize</b> for ideal outcomes. <b>Demonstrate solid understanding</b> of inclusive design.	<b>[Flow and Clarity]</b> <b>Build and distill complex</b> user flows for a given audience and <b>optimize</b> for ideal outcomes and inclusive design. <b>Considers</b> the holistic experience and can connect product vision to user and business goals.
<b>Communication</b> Ability to effectively deliver design solutions to various audiences	<b>[Client Relationship]</b> <b>Contributes</b> to a conversation with a client from a design perspective. Can present work to the <b>team</b> to receive feedback.	<b>[Client Relationship]</b> <b>Contributes</b> to a conversation with a client from a design perspective. Can present work to the <b>client directly in concert with the team</b> to receive feedback.	<b>[Client Relationship]</b> <b>Leads</b> a conversation with a client from a design perspective. Can present work to the <b>client directly in concert with the team</b> and receive feedback. Uses facilitation skills and techniques to keep work and client expectations in alignment.	<b>[Client Relationship]</b> <b>Leads</b> the <b>strategic</b> conversation with a client from a design perspective. Uses facilitation skills and techniques to <b>continuously</b> keep work and client expectations in alignment.
	<b>[Design Thinking]</b> Ability to communicate design process and rationale to the <b>team</b> .	<b>[Design Thinking]</b> Ability to communicate design process and rationale to clients and internal design <b>team with the right level of detail</b> .	<b>[Design Thinking]</b> Ability to communicate design process and rationale to <b>clients, design team, and the larger organization</b> .	<b>[Design Thinking]</b> Ability to communicate and mentor others in your design process and rationale to <b>clients, the team, and the world</b> .



	Associate	Mid	Senior	Lead (IC)
<b>Collaboration</b> Ability to work closely with internal and external teams to execute the work	<b>[Enablement]</b> Helps <b>create</b> a productive and collaborative team environment. Seeks out feedback from the <b>team and senior designers</b> .	<b>[Enablement]</b> Helps <b>create and facilitate</b> a productive and collaborative team environment. Seeks out feedback from the <b>team and senior designers</b> to improve team processes.	<b>[Enablement]</b> <b>Builds</b> a productive and collaborative team environment. Seeks out and provides feedback to the <b>team and other designers</b> to improve team processes.	<b>[Enablement]</b> <b>Builds</b> a productive and collaborative team environment. Seeks out and provides direct, actionable feedback to the <b>team, other designers, and Strat</b> to improve team processes.
	<b>[Scoping]</b> <b>Develops understanding</b> of working with engineers on designs.	<b>[Scoping]</b> <b>Understands</b> when and how to involve engineering in design decisions. <b>Relies</b> on engineering to help uncover technical constraints.	<b>[Scoping]</b> <b>Understands</b> when and how to involve engineering in design decisions. <b>Works</b> with engineering to help uncover technical constraints and <b>develops understanding</b> of technical best practices for design implementation.	<b>[Scoping]</b> <b>Understands</b> when and how to involve engineering in design decisions. Understands technical best practices in design implementation to determine design solutions and <b>works</b> with engineering to uncover complex technical constraints. <b>Mentors</b> other designers in understanding technical limitations and liberties.
<b>Digital Fluency</b> Ability to understand and collaborate with engineers for digital devices	<b>[Expertise]</b> Demonstrates an <b>appreciation</b> of best practices for digital products and has <b>familiarity</b> with designing for web and mobile.	<b>[Expertise]</b> Demonstrates an <b>understanding</b> of best practices for digital products and of designing for web and mobile.	<b>[Expertise]</b> Demonstrates <b>expertise</b> in best practices for digital products and a <b>solid</b> understanding of designing for web and mobile.	<b>[Expertise]</b> Demonstrates <b>expertise</b> of best practices for digital products and a <b>strategic</b> understanding of designing for web and mobile.
	<b>[Adaptability]</b> Has <b>willingness</b> to learn engineering concepts for web and mobile and how to <b>adapt</b> designs.	<b>[Adaptability]</b> Has <b>exposure</b> to engineering concepts for web and mobile and understands how to <b>adapt</b> designs <b>against constraints</b> .	<b>[Adaptability]</b> Has <b>understanding</b> of engineering concepts for web and mobile and understands how to <b>anticipate and adapt</b> designs <b>against constraints</b> .	<b>[Adaptability]</b> Has <b>expert-level</b> understanding of engineering concepts for web and mobile and understands how to <b>anticipate and adapt</b> designs <b>against constraints</b> .



	Associate	Mid	Senior	Lead (IC)
<b>Growth Mindset</b> Ability to understand and own your development	<b>[Awareness]</b> Actively solicits feedback from team, always assuming positive intent. Receives guidance on growth opportunities.	<b>[Awareness]</b> Actively solicits feedback from team, always assuming positive intent. Understands own strengths, weaknesses, and growth opportunities.	<b>[Awareness]</b> Actively solicits feedback from team and leadership, always assuming positive intent. Understands own strength, weaknesses, and growth opportunities as well as those of people they directly interact with.	<b>[Awareness]</b> Actively solicits feedback from team and leadership, always assuming positive intent. Understands own strength, weaknesses, and growth opportunities. Able to identify strengths, weaknesses, and growth opportunities that span the department.
	<b>[Development]</b> Leverages professional development and other resources to improve.	<b>[Development]</b> Leverages professional development and other resources to improve. Shares individual learnings with the broader team.	<b>[Development]</b> Leverages professional development and other resources to improve beyond current responsibilities. Improves the dynamics and overall expertise of the team by mentoring, influencing, and leading where appropriate.	<b>[Development]</b> 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.



Lead (Management)

Associate Director

Director

<b>Product Vision</b>  Ability to synthesize strategy inputs and conceptualize a solution	<b>[Solution Space]</b> Adds support to defining and prioritizing a design solution by understanding user needs and business goals.	<b>[Solution Space]</b> Contributes to defining and prioritizing a design solution by understanding user needs and business goals.	<b>[Solution Space]</b> Leads defining and prioritizing a design solution by understanding user needs and business goals.
	<b>[Delivery and Direction]</b> Leads collaboration on a larger product roadmap when presented with various inputs from stakeholders as a design expert for clients. Advises product and engineering counterparts to define best practices and design deliverables.	<b>[Delivery and Direction]</b> Leads a larger product roadmap when presented with various inputs from stakeholders as a design expert for clients. Consults with product and engineering counterparts to define best practices and design deliverables.	<b>[Delivery and Direction]</b> Leads a larger product roadmap when presented with various inputs from stakeholders as a design expert for clients. Actively works with product and engineering counterparts to define best practices and design deliverables. Guides designers in mapping design at tactical and strategic levels.
<b>Visual Acuity</b>  Ability to deliver high-quality user interfaces with attention to detail	<b>[UI Design]</b> Ability to direct and deliver a wide variety of digital experiences with attention to detail in tight timeframes. Has an expert level execution of hierarchy, typography, and user interface and how it communicates a product effectively. Can demonstrate and articulate rationale to the team.	<b>[UI Design]</b> Ability to direct and deliver a wide variety of digital experiences with an attention to detail in tight timeframes for complex projects. Has an expert level execution of hierarchy, typography, and user interface and how it communicates a product effectively. Can demonstrate, articulate and teach rationale to others in the department. Evaluates design work and give strong visual design direction.	<b>[UI Design]</b> Ability to direct and deliver a wide variety of digital experiences with an attention to detail in tight timeframes for complex projects. Has an expert level execution of hierarchy, typography, and user interface and how it communicates a product effectively. Can demonstrate, articulate and teach others in the department. Evaluates design work and give strong visual design direction. Establishes benchmarks for quality.
	<b>[Design Systems]</b> Can conceptualize and deliver a brand into a larger design system and can lead a team of designers on how it connects to product vision. Prioritizes streams of work and guides others on complex design systems.	<b>[Design Systems]</b> Can conceptualize and deliver a brand into a larger design system and can lead a team of designers on how it connects to product vision. Identifies and prioritizes streams of work and guides others on complex design systems at strategic and tactical levels.	<b>[Design Systems]</b> Can conceptualize and deliver a brand into a larger design system and lead a team of designers on how the design system connects to product vision. Identifies and prioritizes streams of work and guides others on complex design systems at strategic and tactical levels. Identifies solutions to clients' needs that solve for efficiency and scale.



Lead (Management)

Associate Director

Director

	Lead (Management)	Associate Director	Director
<b>User Focus</b> Ability to execute on user experience research and analysis	<b>[UX]</b> Ability to <b>develop</b> a research and user feedback interview plan given <b>constraints and ambiguity</b> and <b>own the synthesis plan</b> to convert to actionable next steps for a client. Ability to deliver feedback to a client <b>as part of the kickoff</b> of a project.	<b>[UX]</b> Ability to <b>develop</b> a research and user feedback interview plan given <b>constraints, ambiguity, and negotiation of trade-offs due to tight timelines</b> and <b>own the synthesis plan</b> to convert to actionable next steps for a client. <b>Establishes benchmarks for designers</b> at tactical and strategic levels.	<b>[UX]</b> Ability to <b>develop</b> a research and user feedback interview plan given <b>constraints, ambiguity, and negotiation of trade-offs due to tight timelines</b> , and <b>own the synthesis plan</b> to convert to actionable next steps for a client. <b>Establishes benchmarks for teams</b> at tactical and strategic levels.
	<b>[Flow and Clarity]</b> <b>Build and distill complex</b> user flows for a given audience and <b>optimize</b> for ideal outcomes and inclusive design. <b>Considers</b> the holistic experience and can connect product vision to user and business goals.	<b>[Flow and Clarity]</b> <b>Build and distill complex</b> user flows for a given audience and <b>optimize</b> for ideal outcomes and inclusive design. <b>Considers</b> the holistic experience and <b>trade-offs needed if timelines are tight</b> and can connect product vision to user and business goals	<b>[Flow and Clarity]</b> <b>Build and distill complex</b> user flows for a given audience and <b>optimize</b> for ideal outcomes and inclusive design. <b>Consistently considers</b> the holistic experience and <b>trade-offs needed if timelines are tight</b> and can connect product vision to user and business goals.
<b>Communication</b> Ability to effectively deliver design solutions to various audiences	<b>[Client Relationship]</b> <b>Leads</b> the <b>strategic</b> conversation with a client from a design perspective. Uses facilitation skills and techniques to <b>continuously</b> keep work and client expectations in alignment.	<b>[Client Relationship]</b> <b>Leads</b> the <b>strategic</b> conversation with the client and <b>in digital strategy sessions</b> . <b>Manages complex client relationships</b> by using facilitation skills and techniques to <b>continuously</b> keep work and client expectations in alignment. <b>Mentors</b> other designers on client-facing communication.	<b>[Client Relationship]</b> Leads the strategic conversation with the client, and in digital strategy sessions, often without full context. <b>Manages complex client relationships</b> by using facilitation skills and techniques to continuously keep work and client expectations in alignment. <b>Mentors</b> other designers on client-facing communication.
	<b>[Design Thinking]</b> Ability to communicate and mentor others in your design process and rationale to <b>clients, the team, and the world</b> .	<b>[Design Thinking]</b> Ability to communicate and mentor others on design process and rationale to <b>clients, the team and the world, and on behalf of Postlight</b> . <b>Use storytelling and persuasion</b> to demystify design thinking, and build trust with the team and with clients.	<b>[Design Thinking]</b> Ability to communicate and mentor others in your design process and rationale to <b>clients, the team and the world, and on behalf of Postlight</b> . <b>Consistently use storytelling and persuasion</b> to demystify design thinking and build trust with the team and with clients.

Lead (Management)

Associate Director

Director

<p><b>Collaboration</b></p> <p>Ability to work closely with internal and external teams to execute the work</p>	<p><b>[Enablement]</b> Builds a productive and collaborative team environment. Seeks out and provides direct, actionable feedback to the <b>team, other designers, and Strat</b> to improve team processes.</p>	<p><b>[Enablement]</b> Builds a productive and collaborative team environment. Seeks out and provides direct, actionable feedback to the <b>team, other designers, Strat, and Senior Leadership</b> to improve department processes. <b>Mentors</b> designers on improving communication skills internally.</p>	<p><b>[Enablement]</b> Builds a productive and collaborative team environment. Seeks out and provides direct, actionable feedback to the <b>team, department, Strat and Senior Leadership</b> to improve <b>department or organizational</b> processes. <b>Mentors</b> designers on improving communication skills internally.</p>
	<p><b>[Scoping]</b> Understands when and how to involve engineering in design decisions. Understands technical best practices in design implementation to determine design solutions and <b>works</b> with engineering to uncover complex technical constraints. <b>Mentors</b> other designers in understanding technical limitations and liberties.</p>	<p><b>[Scoping]</b> Understands when and how to involve engineering in design decisions. Understands technical best practices in design implementation to determine design solutions and <b>works</b> with engineering to uncover complex technical constraints.</p> <p><b>Mentors</b> other designers on technical limitations and liberties. <b>Provides design perspective</b> in <b>strategic conversations</b> internally and with clients.</p>	<p><b>[Scoping]</b> Understands when and how to involve engineering in design decisions. Understands technical best practices in design implementation to determine design solutions and <b>works</b> with engineering to uncover complex technical constraints.</p> <p><b>Mentors</b> other designers on technical limitations and liberties. <b>Able to define and scope</b> design work based on <b>incomplete information or strategic conversations</b> internally and with clients.</p>
<p><b>Digital Fluency</b></p> <p>Ability to understand and collaborate with engineers for digital devices</p>	<p><b>[Expertise]</b> Demonstrates <b>expertise</b> of best practices for digital products and a <b>strategic</b> understanding of designing for web and mobile.</p>	<p><b>[Expertise]</b> Demonstrates <b>expertise</b> of best practices for digital products and a <b>strategic</b> understanding of designing for web and mobile. <b>Mentors</b> designers on best practices for implementing design.</p>	<p><b>[Expertise]</b> Demonstrates <b>expertise</b> of best practices for digital products and a <b>strategic</b> understanding of designing for web and mobile. <b>Mentors</b> designers on best practices for implementation. <b>Establishes benchmarks</b> for best-in-class digital experiences.</p>
	<p><b>[Adaptability]</b> Has <b>expert</b>-level understanding of engineering concepts for web and mobile and understands how to <b>anticipate and adapt</b> designs <b>against constraints</b>.</p>	<p><b>[Adaptability]</b> Has a <b>strategic</b> understanding of engineering concepts for web and mobile and understands how to <b>anticipate and adapt</b> designs <b>against constraints</b>. <b>Understands opportunities</b> to leverage technologies to impact business goals.</p>	<p><b>[Adaptability]</b> Has a <b>strategic</b> understanding of engineering concepts for web and mobile and understands how to <b>anticipate and adapt</b> designs <b>against constraints</b>. <b>Identifies strategic opportunities</b> to leverage technologies to impact business goals.</p>



Lead (Management)

Associate Director

Director

<p><b>Growth Mindset</b></p> <p>Ability to understand and own your development</p>	<p><b>[Awareness]</b> Actively solicits feedback from team and leadership, always assuming positive intent. Understands own strength, weaknesses, and growth opportunities. Able to identify strengths, weaknesses, and growth opportunities that span the department.</p>	<p><b>[Awareness]</b> Actively solicits feedback from team and leadership, always assuming positive intent. Understands own strength, weaknesses, and growth opportunities. Consistently identifies strengths, weaknesses, and growth opportunities that span the department.</p>	<p><b>[Awareness]</b> Actively solicits feedback from team and leadership, always assuming positive intent. Understands own strength, weaknesses, and growth opportunities. Consistently identifies strengths, weaknesses, and growth opportunities that span the organization.</p>
	<p><b>[Development]</b> 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><b>[Development]</b> 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><b>[Development]</b> 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>
	<p><b>[Talent Management]</b> Manages a team of ICs and holds them accountable to performance standards.</p> <p>Builds high-performing teams by actively engaging in recruiting and hiring exceptional talent, promoting a culture of diversity, equity and inclusion, promoting opportunities for high performers, celebrating success, and working through tough decisions on exiting employees.</p>	<p><b>[Talent Management]</b> Manages a team of ICs and/or managers and holds them accountable to performance standards.</p> <p>Builds a high performing department by executing on hiring and staffing plans, actively engaging in recruiting and hiring of exceptional talent, fostering a culture of diversity, equity and inclusion, fostering opportunities for high performers, celebrating success, and guiding managers through tough decisions on exiting employees.</p>	<p><b>[Talent Management]</b> 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>