

<a href="#">Leader Level Framework</a>	Director	Senior Director	VP	VP+
Impact	Leads function through strategic direction, impactful delivery, improving productivity and accountability, driving cross-functional alignment and outcomes, enhancing manager effectiveness, developing talent.	Leads function through visionary direction, scalable delivery, maturing operations. Drives cross-functional outcomes, talent strategy for future needs.	Drives company success by setting visionary direction, scalable delivery, operational maturity, cross-functional alignment, shaping talent strategy for future growth.	Drives the company's strategic direction and operational excellence, proactively addressing market shifts and emerging opportunities. Ensures sustainable growth, alignment, and a values-driven culture across the organization.
Knowledge	Expert knowledge (SME) of function(s)' domain in context of other functions, company, and competitive environment.	Broad knowledge of function's domain, company and competitive environment.	Broad knowledge of department's domain, company, and competitive environment at local and global level	Broad knowledge of department(s)' domain, company, and competitive environment at local and global level.
Scope & Complexity	Leads a function, delivering through Managers/Sr. Managers	Leads function(s), delivering through Sr. Managers/Directors	Leads department(s)(of multiple functions) delivering through Directors/Sr. Directors	Leads a department(s) delivering through Sr. Directors/VPs.
Strategy	Sets function's annual objectives aligned with department strategy.	Sets functional vision aligned with department strategy.	Sets department vision aligned with company strategy.	Shapes org and company strategy. anticipates and navigates market shifts, emerging trends.
Structure	Designs, optimizes, and scales functional structure to support growth.	Designs, optimizes and scales functional structure to support growth.	Designs department's long-term structure ensuring scalability for growth.	Evolves organizational structures across multiple departments, ensuring scalability, adaptability for company's growth trajectory.
Operations	Drives continuous improvement of operations to enhance productivity and accountability..	Oversees maturation of operations, optimizing resource allocation and utilization.	Sets direction for operational excellence at next level of scale, identifying investment areas for sustainable growth.	Sets direction for operational excellence and metrics at scale. Prioritizes investment opportunities for scalable growth.
Decision Making	Makes timely, informed strategic decisions in the face of ambiguity.	Makes strategic decisions in the face of ambiguity.	Makes decisions that balance risk with opportunity, benefit company and stakeholders, and withstand board-level scrutiny.	Makes decisions that balance risk with strategic opportunity, withstand board-level scrutiny, impact the company's trajectory, and produce long-term value.
Collaboration & Influence	Trusted relationships with key cross-functional peers and teams. Align objectives and initiatives to drive collective outcomes.	Trusted relationships with peers, VPs, stakeholders, external partners and customers. Company-first mindset, incorporating diverse perspectives.	High-level relationships across company and industry, modeling a company-first mindset, identifying company-wide needs, challenges, and priorities.	Enterprise-wide and industry relationships, modeling a company-first mindset and cross-functional priorities. Attracts strategic partners and customers through industry credibility.
High Performing Teams	Develops Managers/Sr. Managers and proactively builds leadership bench to optimize talent to meet current business needs.	Develops Sr. Managers/Directors and builds leadership bench. Optimizes talent to meet evolving business needs.	Oversees departmental performance and develops Directors/Sr. Directors. Establishes succession for long-term company strategy.	Oversees departmental performance ensuring high performance. Builds world-class leadership bench, establishing succession to deliver long-term strategy and future business demands.
Culture & Org Health	<p>Fosters a high-performance culture that reflects company values, inclusion, agility and ownership are norms.</p> <p>Maintains a pulse on functional health and uses data insights to drive improvements to the employee experience function-wide.</p>	<p>Cultivates culture that reflects company values, inclusion, agility, and ownership among leaders and teams.</p> <p>Uses data insights to enhance the employee experience function- and department-wide.</p>	<p>Defines high-performance culture and exemplifies company values through actions.</p> <p>Leads organization-level change aligned to company success.</p>	<p>Drives high-performance, values-driven culture, setting the tone through actions..</p> <p>Steers transformational change at the company level.</p>