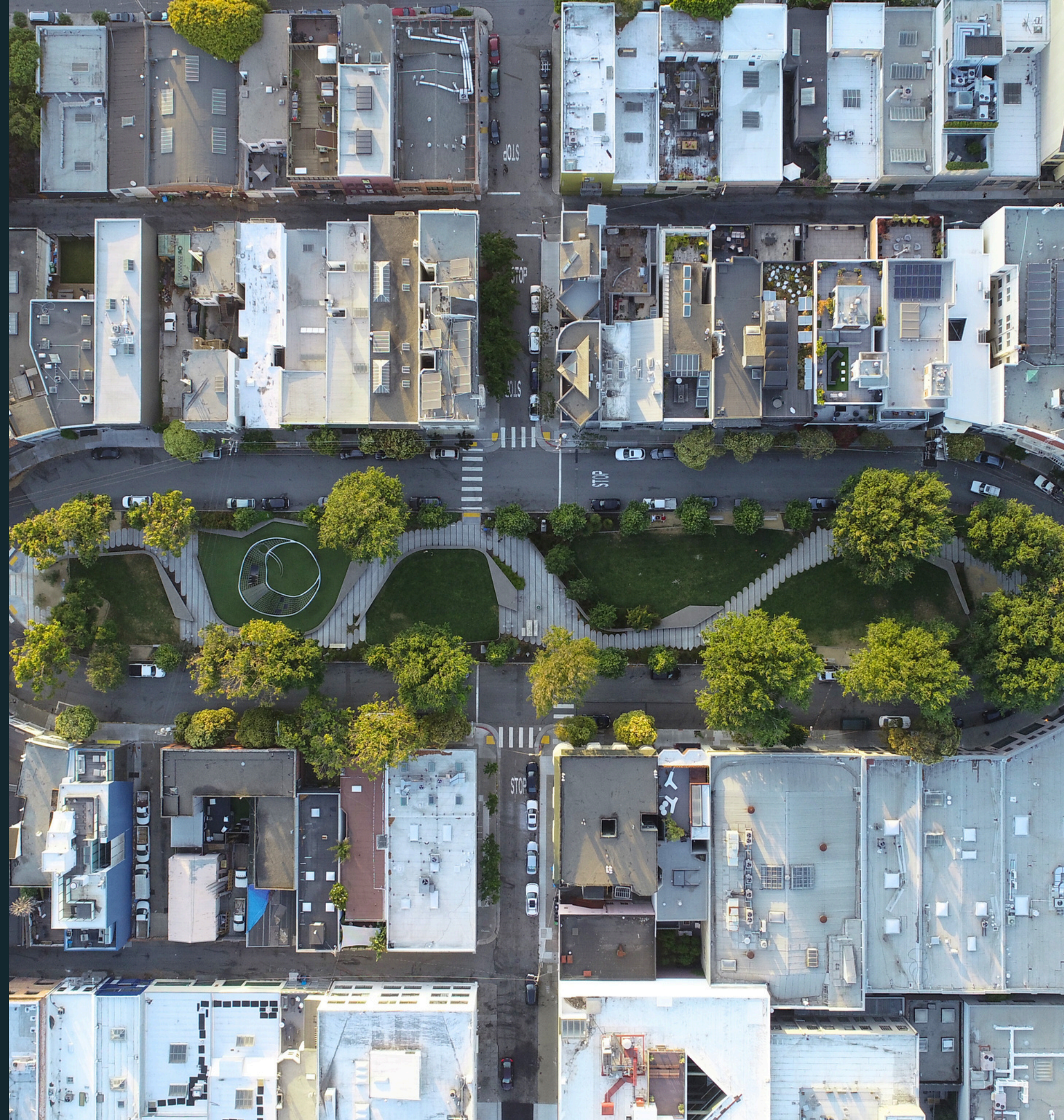




The Circle
BY FOUNDERS CIRCLE CAPITAL

Leveling Structures - Peer Examples

November 2024





Global Job Leveling Framework

Career Band

Hippo
Job Level

Level		Management	Professional	Support
9	Director / Distinguished IC	M5	P6	
8	Sr. Manager / Expert IC	M4	P5	
7	Manager / Advanced IC	M3	P4	
6	Sr Supervisor / Career IC	M2	P3	
5	Supervisor / Developing IC / Specialist	M1	P2	S5
4	Entry IC / Highly Skilled		P1	S4
3	Senior			S3
2	Intermediate			S2
1	Entry			S1

Career Band
Level

Career Band Descriptions



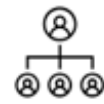
Support (S)

- Core focus is performing administrative, production, operational, or technical tasks in support of the business.
- Emphasis on completing tasks or activities supporting implementation of procedures
- May require decision-making but with limited financial implications to the company



Professional (P)

- Core focus is performing work that requires application of expertise in professional or technical areas.
- Typically for individual contributors who do not have direct reports. Creative or innovative responsibilities requiring advanced decision-making skills
- Generally requires a university degree or its equivalent in education and experience
- Works independently; typically has flexibility and authority over daily work priorities
- May provide work direction to other employees; lacks authority to discipline or reward



Management (M)

- Core focus is achieving results through others, including setting direction, deploying resources, and managing team members, contractors, or third-party individuals for a subfunction, operations of a subfunction, and/or a corporate program.
- Below executive mgmt. and responsible for managing people + performance evaluations and pay reviews
- May also be responsible for hire/fire decisions
- Goal achievement is often measured by the performance of direct reports; in some instances a manager may be responsible for a functional area and not have people reporting to them



Professional Career Band - Job Level Detailed Definitions

	P1 Entry	P2 Developing	P3 Career	P4 Advanced	P5 Expert	P6 Distinguished
Knowledge & Skill	Learns to use professional concepts. Applies company policies and procedures to resolve routine issues. Determines a course of action based on guidelines.	Developing professional expertise, applies company policies and procedures to resolve a variety of issues. Determines a course of action based on guidelines and modifies processes and methods as required.	Complete knowledge and understanding of area of specialization, principles and practices. Assesses unusual circumstances and uses sophisticated analytical and problem-solving techniques to identify root cause. Resolves and assesses a wide range of issues in creative ways, suggests variations in approach.	Having wide-ranging experience, uses in-depth knowledge, acumen, concepts, and company objectives to resolve complex issues in creative and effective ways. Understands the interrelationships of different disciplines. Directs the application of principles to guide development of new policies and ideas.	Applies broad expertise and knowledge in highly specialized fields or several related disciplines. Leads and contributes to development of company objectives and principles to achieve goals in creative and effective ways.	Serves as an expert in the field and principal advisor. Provides, guides and uses professional concepts in developing resolution to critical issues. Applies extensive knowledge of theories, practices and design matters. Leads the application of existing principles and guides development of new ideas.
Job Complexity & Problem Solving	Works on problems of limited scope. Follows standard practices and procedures in analyzing situations or data from which answers can be readily obtained. Work is reviewed periodically based on a set of defined procedures. Receives general instruction on work and new assignments.	Works on problems of moderate scope, analyzes situations or data with a variety of factors. Exercises judgment within defined procedures and practices to determine appropriate action. Contributes to analysis and investigation to solve problems. Receives little instruction on new assignments.	Works on problems of diverse scope, analysis requires evaluation of identifiable factors. Devises solutions based on limited information and precedent, adapts existing approaches to resolve issues. Uses evaluation, judgment, and interpretation to select right course of action. Works independently with review at critical points.	Works on complex issues where analysis of situations or data requires an in-depth evaluation of variable factors. Exercises judgment in selecting methods, techniques and evaluation criteria for obtaining results. Work is reviewed upon completion and is consistent with departmental objectives	Works on significant and unique issues where analysis of situations or data requires an evaluation of intangibles. Uses conceptual thinking to understand advanced issues and implications. Exercises independent judgment in methods, techniques and evaluation criteria for obtaining results. Accountable for results, which may impact the entire function.	Works on issues that impact program success or addresses future concepts and products. Solutions are devised based on limited information and requires judgment. Implementation of solutions requires a longer-term view which impacts strategic goals and objectives. Results impact multiple functions
Collaboration & Interaction	Exchanges standard/basic information with colleagues and immediate supervisor, project leaders and other professionals in team.	Provides standard professional advice and creating initial reports/ analysis for review by senior team members.	Networks with senior partners who are not familiar with the subject matter often requiring persuasion. Adapts style to differing audiences and often advises others on difficult matters.	Networks outside own area of expertise. Adapts style and uses persuasion in delivering messages that relate to the wider firm business. Advises others on complex matters.	Coordinates across groups. Provides thought leadership for broader organization projects requiring wide business understanding. Conveys advance d information, persuades diverse stakeholders. Recognized as a subject matter expert.	Exercises wide latitude in determining objectives and approaches to critical assignments. Creates networks with key decision makers and thought leader by both internal and external community.
Degree & Years of Experience	Typically requires no previous professional experience.	Typically requires a Bachelor's degree and a min of 2 yrs of related experience; or an advanced degree without experience; or equivalent work experience.	Typically requires a min of 5 yrs of related experience with a Bachelor's degree; or 3 years and a Master's degree; or equivalent work experience.	Typically requires a min of 8 yrs of related experience with a Bachelor's degree; or 6 years and a Master's degree; or equivalent experience.	Typically requires a min of 12 yrs of related experience with a Bachelor's degree; or 8 years and a Master's degree; or equivalent experience.	Typically requires a min of 15 yrs of related experience with a Bachelor's degree; or 12 years and a Master's degree; or equivalent experience.

Job Leveling - Factor Descriptions



Job Family: <Name>

Summary: <Describe in detail the purpose and function for this job family>

Role	<Insert position title>	<Insert position title>	<Insert position title>	<Insert position title>
Job Level				
Global Job Leveling Framework - Summary Description				
	Core Responsibilities			
<Insert family specific responsibility>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>
<Insert responsibility attribute>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>
<Insert family specific responsibility>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>
<Insert responsibility attribute>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>
<Insert family specific responsibility>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>
<Insert responsibility attribute>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>



Executive Career Band - Job Level Detailed Definitions

	M5 Director (L9) Department accountability for Business Unit	M6 Vice President (L10) Department accountability enterprise reporting to functional leader Functional accountability, single Business Unit	E1 Vice President (L11) Enterprise level functional accountability Subsidiary or Business Unit Chief level accountability
Scope	Works to set direction for function in coordination with senior leaders. Provides leadership and direction through managers, senior managers and senior professionals or complex/strategic programs. Accountable for the performance and results of function. Executes business plans and contributes to the development of functional strategy.	Develops and executes, strategy, vision and direction for function at Business Unit level. Provides leadership and direction through directors, senior managers and/or managers, or complex/strategic programs. Has primary accountability for the performance of one or more significant functions within business unit. Has impact on business results within own area and influences and impacts multiple divisions or sub-functions/functions.	Develops and executes strategic plan for own areas and influences company strategy at enterprise level or at subsidiary or Business Unit chief executive level. Provides leadership through directors and senior managers leading functions. Has primary accountability for the financial performance of business unit or significant segment of a group that typically includes multiple functions. Has significant impact on organizational or business performance
Knowledge & Skill	Recognized as an expert in their field and as advisor within the organization. Has in-depth expertise in own discipline and broad knowledge of other disciplines. Applies broad industry knowledge to drive performance.	Applies in-depth knowledge of how own area of responsibility integrates with other businesses across the company and how the company differentiates itself from competitors to create competitive advantage. Monitors industry trends.	Applies in-depth knowledge of the economic, commercial and political issues that impact company and industry performance to drive business growth. Anticipates industry trends.
Job Complexity & Problem Solving	Works on complex issues where problems are not clearly defined, there is an absence of data, or and where fundamental principles do not fully apply. Translates business unit strategy into functional plans and guides execution. Participates in corporate development of methods, techniques and evaluation criteria for projects, programs, and people. Problem solves with a longer-term view. Applies strategic thinking when selecting methods, techniques and evaluation criteria for obtaining result.	Directs the resolution of highly complex or unusual business problems by applying advanced critical and/or enterprise thinking, potentially in the absence of all data and facts. Evaluates key business and organizational challenges and directs the development of new or innovative solutions. Monitors direction and approves objectives and broad processes for area. Identifies and evaluates fundamental issues or problems through assessment of intangible variables and provides direction for resolution.	Directs the development of new or innovative solutions that optimize organizational and business performance. Approves objectives and broad processes for area; ensures implementation to meet goals. Approaches problems or issues from a broader perspective taking the overall business into consideration with direction and/or resolution. Manages change and develops risk mitigation plans.
Collaboration & Interaction	Interacts with and influences senior management, executives, and/or major customers and negotiates matters of significance to the organization. Reconciles multiple stakeholder views to drive business results. Advises on complex matters. Influences functional area goals and participates in discussions with leaders across organization to impact decisions.	Interacts with and influences internal and external executive level management, requiring negotiation of critical matters. Influences policymaking and strategy based on communication strategies and persuasion skills. Partners with executive leadership team for the function to provide cohesive direction towards company goals. Advises on complex matters.	Has established partnerships across the business and is a final decision maker on strategic goals for area. Ensures strategic objectives are met and facilitates trade-offs across multiple functions. Recognized as an influential leader and is sought out to advise on cross business initiatives and approaches.
Discretion & Impact	Participates with senior management to establish strategic plans and objectives. Directs the development of new processes and programs and/or improvements. Makes decisions on implementation and ensures operational effectiveness. Effectively cascades functional strategy and contributes to development of organizational policies. Impact of decisions will result in critical delays in schedule and/or business unit operations and may jeopardize overall business activities.	Establishes and develops broader company strategy and translates into multi functional objectives. Directs and approves plans to develop processes and programs, adapts and reallocates resources based on changing business needs. Manages budget plans based on business needs and manages expenditures during the year; establishes contracts within own area of responsibility. Guided by organization functional strategy, has broad impact on the functional or business unit results. Erroneous decisions will affect the company's long-term success.	Evaluates key business and organizational challenges and directs the development of new or innovative solutions. Monitors direction and approves objectives and broad processes for area. Identifies and evaluates fundamental issues or problems through assessment of intangible variables and provides direction for resolution. Consolidates budget plans for area/s and presents final budget proposal; manages budget throughout year, reallocating based on changing business needs; approves contracts for own area of responsibility. Sets strategy that has a broad impact on business results.
Management & Supervision	Directs the activities of a functional area or multiple integrated departments through lower management. Leads team(s) to develop new methods and solve complex matters.	Leads activities of one or more functional areas, divisions, product groups and services through leaders who have overall responsibility for the successful operation of assigned areas. Oversees team(s) to develop new methods and solve company-wide matters. Manages and integrates diverse disciplines, leads team members who have diverse skill sets and/or different clients. Determines appropriate staffing levels and org structure.	Has leadership responsibility across a business unit or significant segment of a group that typically includes multiple functions. Leads through leaders and devotes more time to planning and coordinating functions than day-to-day operational management.



Employee Facing Leveling Guides

Job Family: <Name>

Summary: <Describe in detail the purpose and function for this job family>

Role	<Insert position title>	<Insert position title>	<Insert position title>	<Insert position title>
Job Level				
Global Job Leveling Framework – Summary Description				
Core Responsibilities				
<Insert family specific responsibility> <Insert responsibility attribute>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>
<Insert family specific responsibility> <Insert responsibility attribute>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty> •	• <Insert duty> • <Insert duty> • <Insert duty>
<Insert family specific responsibility> <Insert responsibility attribute>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>	• <Insert duty> • <Insert duty> • <Insert duty>
<Insert family specific responsibility> <Insert responsibility attribute>	• <Insert duty> • <Insert duty> • <Insert duty> •	• <Insert duty> • <Insert duty> • <Insert duty> •	• <Insert duty> • <Insert duty> • <Insert duty> •	• <Insert duty> • <Insert duty> • <Insert duty> •
<Insert family specific responsibility> <Insert responsibility attribute>	• <Insert duty> • <Insert duty> • <Insert duty> •	• <Insert duty> • <Insert duty> • <Insert duty> •	• <Insert duty> • <Insert duty> • <Insert duty> •	• <Insert duty> • <Insert duty> • <Insert duty> •

Career Role Guide Design Tips

- Top 5-7 Core Responsibilities specific to the role
- Describes observable actions within these areas of responsibility and how they scale/grow by level vs. concepts “Accurately applies policies vs. knowledgeable about policies”
- Performance agnostic
- Does not restate company values or principles

HR Generalist

Human Resources Business Partners (HRBPs) work with management to build organizational capability and increase the organizational health of the department, business, or organization. They provide leadership in the implementation, development, and execution of human resources (HR) related policies, programs, and guidelines; organizational design; company culture and employee development. They apply knowledge of the business and understanding of business objectives to successfully influence and partner with other groups around the company (legal, finance, recruiting, L&D, HR Operations, etc.) to advocate for business needs. They consult with employees and managers to address root causes of organizational issues and address employee relations issues with a systematic approach. They coach managers of all levels to increase their capability as managers and as leaders. HRBPs participate in company-wide initiatives and programs while meeting the needs of their businesses. Key skills and abilities of HRBPs include coaching, consulting, facilitation, influencing, communication, process development, analysis, associate/employee engagement, risk evaluation, empathy, problem solving, and high judgment and the ability to use data to make decisions.

Sample Responsibilities

- Company Culture Steward
- Organizational Development and Design
- Organizational Health
- Workforce Planning and Talent Acquisition
- Talent Management and Development
- HR Operations

	Level 4	Level 5	Level 6	Level 7
Job Family	HR Generalist I	HR Generalist II Manager II, HR Generalist	HR Generalist III Manager III, HR Generalist	Principal, HR Generalist Sr. Manager, HR Generalist Sr. Manager, Ops Department HR
Business Title (Examples)	HR Generalist HR Business Partner	HR Generalist HR Business Partner	Sr. HR Business Partner HR Manager	Principal HR Business Partner Sr. Manager Human Resources
General Scope Progression	Directed work and execution Provides support to managers in single team/client group May provide cross org support for functional responsibility Work product and decisions impact client group or department	Identify/manage projects independently Provides support to senior leaders and managers in team/client group in a single business function or department Work product and decisions impact client team, department, or function	Operates with significant autonomy and discretion Directly supports multiple senior leaders May support multiple businesses and/or regions Work product and decisions have broad impact across business, department(s), region, or globe	Develops and influences new strategy Sets direction for team Directly supports multiple directors and/or VPs May provide support to clients regionally or globally Work product and decisions have significant impact across business, department(s), region, or globe
Core Responsibilities	[The content below describes how the core responsibilities differentiate across the levels. It assumes responsibility builds, so only expectations that are different at the next level are described]			
COMPANY CULTURE STEWARD • Integration of Company values • Model and coach on leadership behaviors	<ul style="list-style-type: none"> • Understands Company culture, Company values; can identify behaviors that reflect the Company values • Demonstrates values and principles as they interact with employees and managers • Contributes to activities, programs, and policies that support the client group culture for department or business 	<ul style="list-style-type: none"> • Applies understanding of Company values when consulting with employees and managers (i.e.: performance improvement, coaching plans, team meetings, employee development and promotions) • Initiates and supports client group or department (or multiple departments to develop the culture for that department or business 	<ul style="list-style-type: none"> • Identify trends, build strategies and practices that ensure adoption of Company values across business or department • Role models Company values and coaches employees, managers and other junior HR professionals • Helps on-board new leaders and managers by using Company values • Drives alignment with Company's culture and values in partnership with client group, departments, function or business unit to shape and close gaps in the culture in the organization 	<ul style="list-style-type: none"> • Develops new programs that ensures adoption of Company values, across the business, department, organization, and across groups • Coaches senior leadership to integrate Company values into organization culture • Helps on-board senior leaders by using Company values • Proactively anticipating gaps in alignment with Company's culture and values, and business operational mechanisms in client group, department(s), function or Business Unit or business leadership

Peer Submitted Framework

2025 General Salary Ranges			
Level	General Job Titles	Salary range	Option Award
10	Entry level - Associate/Specialist/Coordinator	\$45,000 - \$100,000	1,500
20	Staff - I <small>BY FOUNDERS CIRCLE CAPITAL</small>	\$60,000 - \$140,000	2,000
30	Mid-level - II	\$60,000 - \$170,000	2,300
40	Senior-level, Team Leads	\$70,000 - \$190,000	2,500
50	Principal, Manager, Sr. Manager, Assoc. Director	\$100,000 - \$230,000	3,000
55	Sr. Principal, Director	\$125,000 - \$240,000	3,500
60	Sr. Director, AVP	\$130,000 - \$250,000	7,000
65	VP (non-elt)	\$150,000 - \$275,000	Starts at 8,000
ELT	ELT	\$190,000 - \$325,000	Starts at 15,000

2025 Technology (range is 25th-75th)		
Level	Salary range	Option Award
10	\$80,000-120,000	1,500
20	\$100,000-150,000	2,000
30	\$110,000-180,000	2,300
40	\$115,000-195,000	2,500
50	\$160,000-250,000	3,000
55	\$190,000-\$260,000	3,500
60	\$195,000-275,000	7,000
65	\$200,000-300,000	8,000
Operations		
Level	Salary range	Option Award
10	\$45,000-\$65,000	1,500
20	\$60,000-\$100,000	2,000
30	\$60,000-\$140,000	2,300
40	\$70,000-\$190,000	2,500
50	\$105,000-\$176,000	3,000
55	\$130,000-\$200,000	3,500
60	\$175,000-\$225,000	7,000
65	\$185,000-\$250,000	8,000
Product		
Level	Salary range	Option Award
10	\$70,000-\$105,000	1,500
20	\$80,000-\$120,000	2,000
30	\$114,000-\$150,000	2,300
40	\$115,000-\$180,000	2,500
50	\$150,000-\$225,000	3,000
55	\$175,000-\$250,000	3,500
60	\$180,000-\$260,000	7,000
65	\$175,000-\$275,000	8,000
Business Development		
Level	Salary range	Option Award
10	\$65,000-\$100,000	1,500
20	\$80,000-\$100,000	2,000
30	\$80,000-\$125,000	2,300
40	\$100,000-\$150,000	2,500
50	\$145,000-\$195,000	3,000
55	\$165,000-\$200,000	3,500
60	\$150,000-\$250,000	7,000
65	\$170,000-\$250,000	8,000

Peer Submitted Framework

Business Leadership	Management	SVP	Sr Vice President	Professional	P7	Distinguished				
		VP	Vice President				P6	Principal		
		M6	Sr Director						P5	Expert
M5		Director	P4		Advanced					
M4		Sr Manager				P3	Career			
M3		Manager						P2	Developing	
M2	Sr Supervisor	P1	Entry	Support	S5					Specialist
M1	Supervisor				S4	Highly Skilled				
Entry Level & Support					S3	Senior				
			S2		Intermediate					
			S1		Entry					

Overview of Our Leveling Framework

We've established a set of 8 standard job levels to create consistency in how we structure our organization across teams. We refer to this as our "job leveling framework."

All teams use the leveling framework to identify what career progression looks like for every role that exists on that team. We do this by aligning each title to the appropriate job level based on the knowledge, scope of ownership, and performance standards required for the role. This mapping of roles and responsibilities is used by leadership to manage and develop their teams, but it can also be used by employees to take an active role in their career growth.

Aside from identifying job groups and specific titles, our progression framework also differentiates between management and non-management positions by separating levels into two different tracks: Individual Contributor and People Manager.

Here's what our standard job leveling framework looks like:

Excerpts from Employee-Facing Leveling Documents

Level	Individual Contributor	People Manager
1	Junior	
2	Standard	
3	Senior	
4	Lead	
5	Staff	Manager,
6	Principal	Director / Head of
7		VP
8		CxO

Keep in mind that some tiles may include a Standard and Senior designation within the same Level (i.e. Director and Senior Director are both considered to be Level 6). In these cases, the Senior designation means that the individual is fundamentally doing the same job but with more experience and autonomy than at the Director Level. Additionally, some titles may vary slightly between job groups but all titles across the organization will map back to our standard job levels.

For example:

A Recruiting Manager and a Senior Brand Designer may both be an IC Level 3. This means they both show the leadership, impact, influence, and autonomy of any other Level 3 team member at Truepic. However, these are the titles that are most relevant for their job function and in relation to the typical career progression for someone in those roles.

Individual Contributors and People Managers

As team members progress through the leveling framework, titles and their associated level of seniority will increase along with the relative impact of their role. Some people grow their impact by building on their individual knowledge and technical skills. These team members are known as “individual contributors” and will have no org chart responsibilities associated with their role. Others may choose to grow their impact by sharing their expertise to amplify and deepen the impact of a team that they manage. We call these team members “people managers.” It’s important to note that there are opportunities to grow along either path, so the choice generally comes down to personal preference. Individual contributors will gain progressive responsibility and autonomy, working in consultative capacity as subject matter experts and leading through influence. People managers have the ability to act as force multipliers and support their teams to reach their full potential. However, people management isn’t the right path for everyone nor is it the only option for career advancement. Regardless of whether someone is an individual contributor or a people manager, roles increase in seniority by increasing their leadership, impact, influence, and autonomy.



Level	Individual Contributor	People Manager
1	Coordinator	
2	Specialist	
3	Manager	
4	Senior Manager	Lead,
5		Manager, People Ops
6		Director, People Ops
7		VP / EVP People
8		Chief People Officer

Level	Individual Contributor	People Manager
1	Coordinator	
2	Specialist	
3	Manager	
4	Senior Manager	Talent Acquisition Lead
5		Manager, Talent Acquisition
6		Director, Talent Acquisition
7		VP Talent Acquisition

Level	Commercial IC	Enterprise IC	People Manager
1	CS Associate		
2	Commercial CSM		
3	Senior Commercial CSM	Enterprise CSM	
4		Senior Enterprise CSM	Team Lead
5		Director of (Specialization)	Manager, Customer Success
6			Director, Customer Success
7			VP, Customer Success
8			Chief Customer Officer

Level	Individual Contributor	People Manager
1	Associate	
2	Junior	
3	Standard	
4	Senior	Engineering Lead
5	Staff	Engineering Manager
6	Principal	Director / Senior Director
7		VP / EVP of Engineering
8		Chief Technology Officer

Peer Submitted Framework

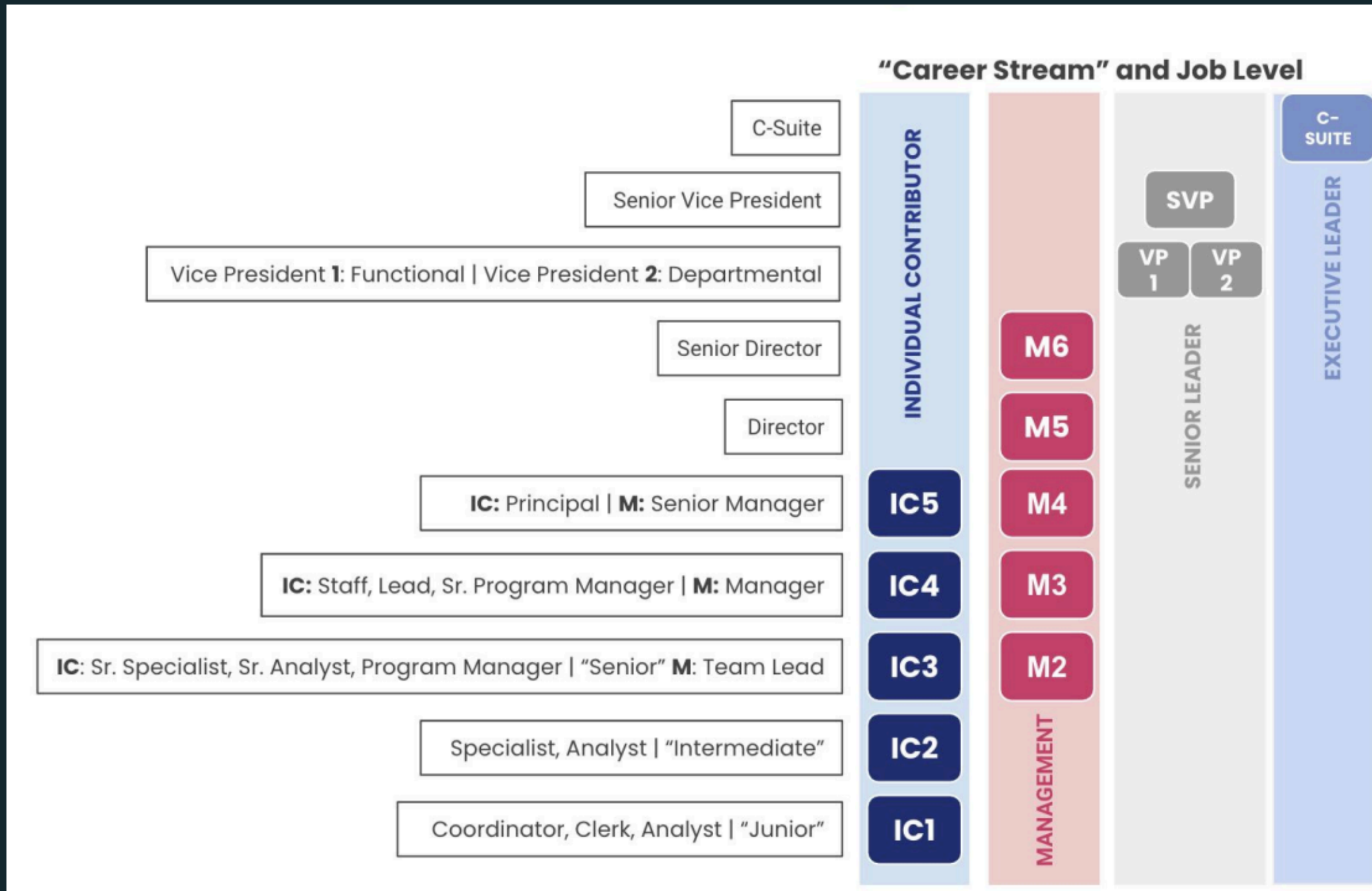
Leadership Framework v1.1

Promotions: Employees must embody a vast majority of the next level's competencies to be considered for promotion and there must be a business-need for the promotion to be considered.

*It is assumed that each level absorbs knowledge and competencies of prior levels

	Manager	Senior Manager	Director	Senior Director	Vice President	Senior Vice President	Officer
Summary	Focus on leading teams to execution of day-to-day tasks, building and managing their team, ensuring individual and team success	Manages multiple teams, influences departmental strategy, drives team performance improvements	Provides strategic leadership, aligns their department with organizational goals, and ensures effective people management and development practices	Oversees one or multiple departments, contributes to strategic decision-making, and plays a key role in organizational growth and success	Provides strategic leadership, shapes organization's overall direction in conjunction with executive team, and contributes to company growth and success	Provides executive-level leadership for multiple functions, drives organizational performance and profitability, and shapes the overall success of the company	Provides visionary executive leadership, defines and shapes the organization's mission, vision, and goals, and is ultimately responsible for the company's success.
Organizational Management	<i>Oversight:</i> Manages a team of individual contributors with varying levels of autonomy	<i>Oversight:</i> As the company scales, typically oversees multiple teams. Manages frontline Managers and/or specialized ICs.	<i>Oversight:</i> May manage Managers, Sr. Managers, and/or highly-skilled ICs	<i>Oversight:</i> May manage Managers, Sr. Managers, Directors and/or highly-skilled ICs	<i>Oversight:</i> Manages senior leaders or highly-skilled senior ICs across multiple functions within a single business unit	<i>Oversight:</i> Broader responsibility for managing multiple teams in comparison to VP, may oversee multiple departments or business units	<i>Oversight:</i> Manages executives across entire organization
	<i>Management Function:</i> Hires and develops talent, sets clear expectations, effectively documents performance concerns, provides feedback and coaching, fosters team collaboration and engagement. Strong ability to consider needs of the team into all hiring decisions.	<i>Management Function:</i> Hires and develops talent, shapes departmental culture, mentors and supports managers. Effectively advises Managers on people-relations. Escalation point for team concerns and issues	<i>Management Function:</i> Guides direction for talent strategy within their department, ensures effective hiring, development and growth of top talent, advises teams on moderately complex people matters	<i>Management Function:</i> Sets talent strategy and team design/structure to enable efficiency, department success, and alignment with the organization's goals. Escalation point and advisor on complex employee issues.	<i>Management Function:</i> Shapes talent strategies, guides and sets culture, organizational design, and holds Senior Leadership accountable for department objectives. Holds an extremely high bar for performance and execution. Takes clear and decisive action on difficult or complex people issues	<i>Management Function:</i> Sets high-level, oftentimes complex, strategic talent approach across organization. Holds Senior Leaders accountable for success against company objectives. Proactive in assessing risk, opportunity, and weakness in talent strategy. Extremely proficient in highly complex people matters	<i>Management Function:</i> Shapes and sets company-wide values and culture. Oversees implementation of company-wide strategies and initiatives. Holds executives accountable to OKRs and ensures departmental directions align with company vision
Leadership Ability	Effectively delegates assignments to team in support of department goals. Optimizes workflows, processes, and reporting to support team's OKRs. Strong project management skills. Removes roadblocks and ensures high quality completion of tasks. Holds self and direct reports accountable to company values.	Implements department strategies and initiatives. Has some input on development of those initiatives. Responsible for delivering on team's OKRs. Aligns teams with organizational objectives and company values. Identifies and addresses operational challenges and opportunities.	Identifies and addresses organizational challenges and opportunities. Able to resolve complex business issues with excellent judgement. Promotes a culture of excellence, sets departmental OKRs, and supports a culture that upholds company values.	Shapes the department's strategic direction, drives innovation, guides team and manages through organizational change with ease. Oversees major projects and initiatives with high impact and sets OKRs for department. Directly helps leaders across the organization achieve their goals. Aligns strategies with organizational vision and values.	Ultimately responsible to C-Suite for success or failure of functional business unit(s). Develops and implements business strategies and OKRs for function to drive organizational growth and profitability, assesses and manages risk and opportunity. Sets strategic direction, vision, and upholds company values for business unit.	Shapes direction, vision, and alignment across multiple business units. Responsible for setting OKRs for functions that align with C-Suite's company-wide strategic direction. Drives innovation, growth, and market expansion strategies. Oversees major company-wide initiatives. Ultimately responsible for engagement and overall success of business unit(s). Shapes a culture that exemplifies company values.	Sets overall mission, vision, and strategic direction of the entire company. Provides leadership to the executive team. Oversees and directs implementation of company-wide initiatives. Sets and champions company's culture, values, and ethics.
	Guides and supports their team, facilitates an effective communication flow upward and downward, promotes a strong team culture, inspires and motivates individuals	Provides sound guidance. Builds strong relationships with stakeholders both within and outside the department. Fosters innovation and collaboration.	Sets a high bar for cross-functional communication and collaboration. Represents the department effectively. Builds strong relationships with stakeholders both within and outside the department.	Builds and maintains strong business relationships internally and externally. Able to effectively guide leaders and teams through change. Provides sound strategic guidance.	Collaborates across executive team to align business units to achieve company-wide goals. May represent the business at a senior level externally. Represents organization at a senior level in all external relations.	Collaborates with C-Suite and entire executive team to set organizational strategy, goals, and priorities. Provides strategic guidance to senior leadership team within business unit(s).	Leads entire executive team. Inspires innovation and is seen as a thought leader internally and externally. Represents the company at the most senior level across industry and business.
Decision Making/ Accountability	Makes decisions related to team workflow and performance, resource allocation, and ensuring project goals are met. Begins to provide input on budgeting decisions as it relates to their immediate team.	Tactical decision making ability that impacts multiple teams, and the overall functioning of the department. Decisions play a strategic role in coordinating and aligning teams to organizational objectives. May have more influence and input in resource allocation and budgeting.	Decision making ability at a functional level including strategic planning, goal setting, and policy development that impacts entire department. Directly involved in influencing budget decisions, planning, and resource allocation. Responsible for assuring adherence to budget within their functional area.	Decision making turns from functional to primarily strategic and long-term. Responsible for decisions impacting overall direction of department with a broader impact. Decisions must consider alignment across departments. Greater direct input in final budget decisions and allocation with a broader impact. May be involved in more strategic or long-term budget decisions.	Skilled and influential strategic decision maker with company-wide impacts. Decisions influence major initiatives and have direct impact on success of function and OKRs. Acts as a key decision-maker in external processes such as expansion, partnerships, acquisitions. Decisions impact ultimate success or failure of respective function and OKRs. Plays a key role in financial decision making process as it relates to resource allocation in the long-term and short-term. Responsible for overall financial impact of department.	Involved in high-level decision making processes at an executive-level such as company-wide strategic direction, business growth, and financial planning. Able to override or act as the final decision maker in most scenarios. Shapes long term financial decisions for multiple units, evaluates risks to the bottom line and adherence to budget, works directly with Finance/CFD on strategic resource allocation and decision making process.	Crucial strategic decision-maker that impacts the success and future of the company. Must have the ability to consider numerous internal and external factors in all decisions. Acts as a company fiduciary and is expected to consider responsible use of capital in every decision. Financial decisions have company-wide impact and are directly tied to organizational success or failure.
		<i>Accountability:</i> Enables their team for precise execution of department OKRs	<i>Accountability:</i> Translates business strategy into operational OKRs for frontline teams to execute against	<i>Accountability:</i> Sets direction and strategy of departmental OKRs for multiple business units; holds senior leaders accountable to successful completion and delivery of OKRs; accountable for success and impact of OKRs to the broader organization and entire executive team.	<i>Accountability:</i> Sets vision for company and holds executives accountable to the execution of OKRs aligned with the organization's mission and goals; accountable for overall success of organization to the Company's Board of Directors		
Business/Functional Knowledge	Possess in-depth knowledge relating to their specific function or team	Strong understanding and experience in specific area and exhibits good business judgement	Possesses a deep understanding of their department's function and its impact on the organization	Exhibits comprehensive knowledge of multiple departments, understands the complex interdependencies between functions	Possesses highest level of knowledge and skill possible in their functional area, especially how their various units intertwine and impact each other	Demonstrates broad expertise across various functional areas	Advanced general business knowledge and acumen and demonstrates expertise in their functional area (finance, tech, etc.)
	<i>Business Knowledge:</i> Firm knowledge of external industry basics	<i>Business Knowledge:</i> Strong understanding of industry trends, investigates and stays up to date on industry and customer dynamics	<i>Business Knowledge:</i> Deeply understands industry including external factors that may impact operations	<i>Business Knowledge:</i> Utilizes strong industry understanding and trends to impact decisions	<i>Business Knowledge:</i> Understands industry forecasts, trends, and competitive landscape and how they impact business in the short and long term	<i>Business Knowledge:</i> Deeply understands business forecasts, trends, and competitive landscape and how they impact business in the short and long term; able to identify risks and opportunities using this insight	<i>Business Knowledge:</i> Deeply aware of and ingrained in external business trends, forecasts, and dynamics; leverages this knowledge at every turn

Peer Submitted Framework



People Manager Competencies (Summary)

Reference: KornFerry 38 Global Competency Framework

Personal Leadership

Category	Competency
Leads by Example [1]	Upholds Values and Leadership & Operating Principles
Displays Emotional Intelligence [2]	Self Awareness Situational Adaptability

People Leadership

Builds & develops high performing talent and teams [3]	Attracts Talent Develops Talent Drives Engagement
Drives Impact & Results Through Others [4]	Directs Work Ensures Accountability Drives Results Plans & Aligns Collaborates
Understands the Business [5]	Business Insight Financial Acumen Decision Quality
Supports Systems Transformation [6]	Drives Vision & Purpose Leads Change Cultivates Innovation

Peer Submitted Framework

	People Managers			Extended Leadership Team (ELT)		S-Team	
	People managers focus on tactical activities and execution within their specified sub-department. Their accountability is in day-to-day management of the planning, prioritising and/or directing the responsibilities of within their sub-department.			Director level people managers focus on strategic and operational activities within their specific sub-department(s) or business area. Their accountability is in overseeing the planning, prioritising and/or directing the responsibilities of within their sub-department or business area.		VP level people managers focus on strategic planning, decision making and alignment activities within their department or business area. Their accountability is in overseeing the planning, prioritising and/or directing the responsibilities of collaboratively across the organisation.	
	Team Lead	Manager	Sr. Manager	Director	Sr. Director	Vice President	Sr. Vice President
	<i>You play a supporting role to your manager in building, managing, and developing a team of individual contributors.</i>	<i>You build, manage, and develop a team of individual Contributors and/or Team Leads.</i>	<i>You typically manage a sub-department that includes multiple teams led by Managers and Team Leads.</i>	<i>You typically lead a sub-department or business area with direct reports at the Manager and Sr. Manager level.</i>	<i>You typically lead multiple sub-departments or a large and/or complex business area, with direct reports at the Sr. Manager and Director level.</i>	<i>You typically oversee a department, large sub-department, or large and/or complex business area, with direct reports at the Director and Senior Director level.</i>	<i>You typically oversee a large and/or complex department or business area, with direct reports at the Senior Director and/or VP level.</i>
Personal Leadership	You show high emotional intelligence [2] and lead by example [1]— You use our values and leadership & operating principles to guide your behaviour and decisions and coach your team to do the same.			You show high emotional intelligence [2] and lead by example [1] — You role model our values and leadership and operating principles in every interaction and seek out opportunities to reinforce and elevate them across the business.		You show high emotional intelligence [2] and lead by example [1] — You set the tone for how to live our values and leadership & operating and hold the organisation accountable. You take responsibility and action to positively evolve our culture to live in integrity with our mission and values.	
People Leadership	<ul style="list-style-type: none"> You support the career journey of individuals on your team -including career pathing, work coordination, and development [3]. You are an active teacher, coach, and mentor to your team [3]. You continuously optimise and refine processes and tools for the team to deliver great work [4]. You understand the meaning and implications of key performance and financial indicators for your team and the broader business [5]. You are able to manage yourself through change and coach others to do the same [6] 	<ul style="list-style-type: none"> You build high performing teams that meet current and future business needs [3]. You develop your direct reports to meet both their career goals and the organisation's goals [3]. You drive high engagement on your team and proactively address issues [3]. You create and maintain internal equity within your team and work collaboratively with relevant stakeholders to ensure this [3]. You enable your team to deliver impact and results in line with your department goals [4]. You build relationships outside of your immediate team and work collaboratively with others to meet shared objectives [4]. 	<p>In addition to Manager-level expectations...</p> <ul style="list-style-type: none"> You create a leadership pipeline by developing and managing people leaders. You create succession readiness [3]. You have a proven track record of driving impact and results in your area(s) of responsibility, even when experiencing challenges or setbacks. [4]. You gain the confidence and trust of stakeholders by keeping a pulse across the business, proactively sharing information, and collaborating effectively on strategy and execution planning [4]. You have the business and financial knowledge and capability to contribute to strategic planning and operations for your sub-department [5]. 	<ul style="list-style-type: none"> You sponsor underrepresented groups within your department by removing barriers to inclusion and providing opportunities to grow [3]. You drive impact and results through your team(s) and/or people manager(s) by setting a high standard of excellence, leading with context, and collaboratively setting objectives and plans to align with organisational goals [4]. You add value wherever you are needed and inspire, manage and drive high performance and excellence across the department [4]. You translate your department or business area's strategy into functional plans and guide others to execute [4]. You build strong partnerships with stakeholders and know when to engage the right stakeholders and drive collaboration inside and outside of your department [4]. 	<p>In addition to Director-level expectations.</p> <ul style="list-style-type: none"> You are seen as a trusted partner at the S-Team level and are capable and trusted to step in for your leader when necessary [4]. You demonstrate a high degree of business insight and financial literacy that allows you to operate beyond your business/functional responsibilities and inflect org-wide results [5]. You champion innovation and operational excellence across to deliver great work [6]. You proactively take on abstract and complex organisational opportunities and challenges, define the desired outcome and strategy, and inspire others to action [6]. 	<ul style="list-style-type: none"> You help raise the performance bar across the business through the world class talent you recruit, the standards of excellence you set, and the coaching and mentorship you provide [3]. You actively engage in and contribute to work and events that drive engagement, develop leadership, and promote our human and high performing culture [3]. You sponsor underrepresented groups across the business by removing barriers to inclusion and providing opportunities to grow [3]. You input into company level strategic planning and translate short-term company objectives into strategic plans for your portfolio of functional areas [4]. You provide your leaders with the right level of business context and decision-making authority to execute with velocity [4]. 	<p>In addition to VP-level expectations...</p> <ul style="list-style-type: none"> You have a proven and repeatable track record of hiring and developing high performing senior level leaders and achieving high impact results in your business areas [3][4]. You partner regularly with the C-Team and operate as a trusted advisor/consultative partner [4]. You cultivate the insight necessary to think 3-5 years out for the business [5] You lay the foundations for your department/business area and the broader business to be ready for the long-term future [6].