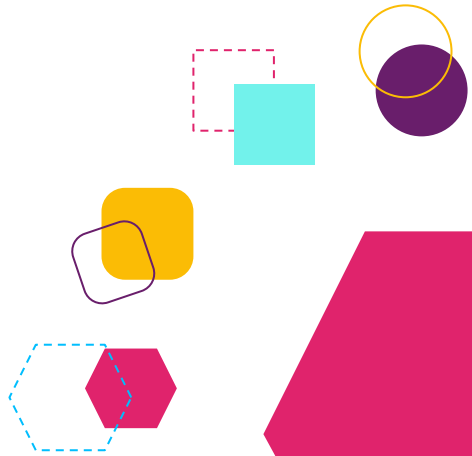




**growthspace**

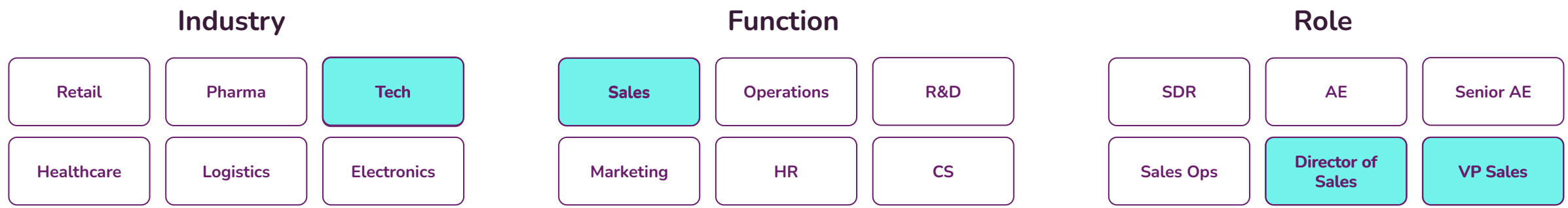
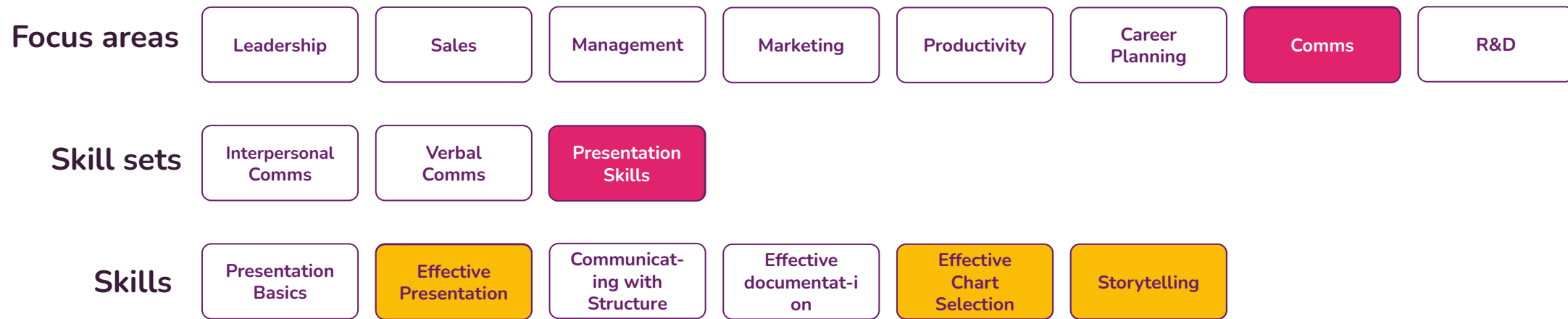
# Skills table

**Data-driven employee development**





# Matching algorithm based on the deepest dataset in the industry



# How to work with the Skills Table

On the onboarding form, select the focus area, skill set and skills you'd like to develop.

## 01.

Choose a focus area

Which domain are you trying to improve in?

- Client Management
- Communications**
- Management
- Career Planning
- Leadership

## 02.

Specify which skill set you would like to concentrate on

Which domain are you trying to improve in?

Communications

More specifically

- Communicating Effectively For Team Leads
- Advanced Communications For Execs
- Communicating In A Global Environment For Execs**

## 03.

Choose 3 skills to focus on  
\*Participants can choose skills available to their seniority level and one level above.

Select 3

- Non-Verbal Communications
- Adapting Your Messaging Across Geographies**
- Cultural Nuances - APAC
- Understanding And Adapting To Local Cultural Nuances**
- Cultural Nuances - South Europe
- Cultural Nuances - North America
- Creating A Global Communication Cadence
- Cultural Nuances - North Europe
- Cultural Nuances - Latam

**Best  
practice**

Review your professional development goals with your direct manager and align on the program's focus.

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## Skills by seniority level

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\*Participants can choose skills available to their seniority level and one level above.

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# Individual contributors



# Individual contributors

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Focus areas	Communications	Career Planning	Leadership	Leadership
Skills sets	Fundamentals of effective communications	Career planning	Foundational leadership skills	Building resilience and thriving in times of change
Skills	<ul style="list-style-type: none"> <li>● Active listening</li> <li>● Building relationships</li> <li>● Confidence and assertiveness</li> <li>● Communicating effectively in meetings</li> <li>● Effective upwards communications</li> <li>● Presentation basics (verbal + visual)</li> <li>● Receiving feedback</li> <li>● Working with others cross-functionally</li> <li>● Writing effective emails</li> </ul>	<ul style="list-style-type: none"> <li>● Assessing opportunities within your organization</li> <li>● Creating mid-term and long term objectives</li> <li>● Learning agility - learning and demonstrating new skills</li> <li>● Managing your own career</li> <li>● Managing the conversation with your superior/ HR</li> </ul>	<ul style="list-style-type: none"> <li>● Building accountability</li> <li>● Building trust</li> <li>● Creating a personal brand</li> <li>● Dealing with ambiguity</li> <li>● Dealing with common team situations in a mindful way</li> <li>● Owner's mentality</li> <li>● Paths to influence</li> <li>● Understanding your business</li> </ul>	<ul style="list-style-type: none"> <li>● Becoming more mindful</li> <li>● Thinking positively</li> <li>● Emotional regulation</li> <li>● Becoming adaptable</li> <li>● Forming deep relationships</li> <li>● Making decisions</li> <li>● Building your self-awareness</li> <li>● Critical thinking</li> <li>● Analytical thinking</li> <li>● Mitigating risks</li> <li>● Managing up</li> </ul>



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Focus areas	Productivity	Productivity	Management
Skills sets	Problem solving & decision making	Effective time management	Change management expertise
Skills	<ul style="list-style-type: none"> <li>● Root cause analysis techniques</li> <li>● Testing &amp; iterating</li> <li>● Prioritizing solutions</li> <li>● Planning for different scenarios</li> <li>● Out-of-the-box thinking</li> <li>● Decision making frameworks</li> <li>● Data-driven decision making</li> <li>● Identifying problems</li> <li>● Problem solving methodologies</li> <li>● Coming to a consensus</li> <li>● Thinking critically</li> </ul>	<ul style="list-style-type: none"> <li>● Blocking distractions</li> <li>● Creating a schedule</li> <li>● Estimating tasks and deliverables</li> <li>● Focusing on things that deliver value</li> <li>● How to say no - prioritization and focus</li> <li>● Leveraging automation and outsourcing</li> <li>● Planning your day</li> <li>● Work-life balance best practices</li> </ul>	<ul style="list-style-type: none"> <li>● Build awareness &amp; sense of urgency</li> <li>● Sustaining change</li> <li>● Building recognition &amp; rewards mechanisms</li> <li>● Effectively communicating the vision</li> <li>● Change communications</li> <li>● Managing resistance to change</li> <li>● Identifying &amp; enrolling change champions</li> <li>● Monitoring change initiatives</li> </ul>



# Individual contributors

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Focus areas	Management	Management	Management	Client Management
Skills sets	Matrix management/ Managing without authority	Emerging manager skills	Core management skills	Fundamentals of client management
Skills	<ul style="list-style-type: none"> <li>● Authenticity</li> <li>● Building your communication cadence</li> <li>● Conflict management</li> <li>● Creating your vision and 'voice'</li> <li>● Effective teamwork</li> <li>● Enabling your team to deliver results</li> <li>● Inspiring and motivating</li> <li>● Managing tasks and priorities</li> <li>● Motivating without authority</li> </ul>	<ul style="list-style-type: none"> <li>● Effective Prioritization</li> <li>● Managing projects</li> <li>● Managing your manager</li> <li>● Setting expectations</li> <li>● Tracking &amp; showing the ROI of your work</li> <li>● Working within co-managed environments</li> </ul>	<ul style="list-style-type: none"> <li>● Assessment &amp; evaluation</li> <li>● Delegation</li> <li>● Goal setting</li> <li>● Data-driven decisions</li> <li>● Initiating new projects</li> <li>● Measuring impact</li> <li>● Resource &amp; task management</li> <li>● Running 1:1 meetings</li> <li>● Running team meetings</li> <li>● Running feedback meetings &amp; having tough conversations</li> </ul>	<ul style="list-style-type: none"> <li>● Active listening</li> <li>● Building trust</li> <li>● Communicating agenda and timelines</li> <li>● Communicating through customer issues</li> <li>● Managing meetings effectively</li> <li>● Setting expectations</li> </ul>





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Focus areas	Sales	Sales	Sales	Engineering
<b>Skills sets</b>	Scalable prospecting and pipeline generation	Account based sales	Deal lifecycle management	Agile management
<b>Skills</b>	<ul style="list-style-type: none"> <li>● Follow up best practices</li> <li>● Hacking' introductions</li> <li>● Identifying USPs and customer pain points</li> <li>● Pipeline management best practices</li> <li>● Prospecting automation</li> <li>● Scaling personalization</li> <li>● Working with introducers</li> </ul>	<ul style="list-style-type: none"> <li>● Account campaign management</li> <li>● Creating account strategies</li> <li>● Customer research</li> <li>● Customized approach</li> <li>● Identifying compelling events</li> <li>● Mapping key accounts</li> </ul>	<ul style="list-style-type: none"> <li>● Challenger sales</li> <li>● Creating high-impact proof of value</li> <li>● Driving customer discussions through questioning</li> <li>● Mapping stakeholders</li> <li>● Negotiating with procurement</li> <li>● Remote sales</li> <li>● Understanding customer pain points</li> <li>● Working with legal teams</li> <li>● Working with multiple buying centers</li> </ul>	<ul style="list-style-type: none"> <li>● Assigning ownership</li> <li>● Effective time estimates &amp; sprint capacity management</li> <li>● Efficient communications &amp; meeting setup</li> <li>● Running agile sprints</li> <li>● Scrum master best practices</li> <li>● Setting up agile roles within your team</li> </ul>



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Focus areas	Product Management	Product Management	Product Management	Product Management
Skills sets	Managing timelines and deliverables	Understanding users	Communicating and managing requirements	UX/UI
Skills	<ul style="list-style-type: none"> <li>● Agile - becoming/ being a product owner</li> <li>● Agile - managing scrum backlog</li> <li>● Assessing risk &amp; mitigation planning</li> <li>● Feature &amp; deliverable prioritization</li> <li>● Managing delays &amp; quality issues</li> <li>● Managing sprint timelines</li> <li>● PI/ Epic planning</li> <li>● Release management</li> <li>● Roadmap planning</li> </ul>	<ul style="list-style-type: none"> <li>● Building experiments</li> <li>● Creating &amp; analyzing user journey maps</li> <li>● Creating user segmentation &amp; personas</li> <li>● Conducting &amp; analyzing user interviews</li> <li>● Generating hypothesis &amp; problem statements</li> <li>● Leveraging user queries/ support data to uncover hidden needs</li> <li>● Mapping user journeys &amp; onboarding management</li> <li>● Setting up metrics &amp; measurement</li> </ul>	<ul style="list-style-type: none"> <li>● Competitive &amp; comparative analysis</li> <li>● Creating a consistent product 'language' across functions</li> <li>● Creating structured PRDs</li> <li>● Creating user stories</li> <li>● Mapping jobs to do</li> <li>● Running design sprints</li> <li>● Turning business goals into product goals</li> </ul>	<ul style="list-style-type: none"> <li>● Creating user flows</li> <li>● Design elements</li> <li>● Matching design to users</li> <li>● UX analytics</li> </ul>



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Focus areas	Marketing	Marketing	Customer Success	Customer Success
Skills sets	Marketing creativity	Creating a winning message for your audience	Understanding customer needs	Onboarding and enablement
Skills	<ul style="list-style-type: none"><li>● Brainstorming techniques</li><li>● Creativity enhancing processes</li><li>● Finding inspiration in adjacencies</li></ul>	<ul style="list-style-type: none"><li>● Creating your voice</li><li>● Finding comparable sources/ inspiration</li><li>● Messaging testing</li><li>● Outlining a messaging strategy</li></ul>	<ul style="list-style-type: none"><li>● Conducting customer research</li><li>● Customer interviews</li><li>● Mapping customer pain points</li><li>● Understanding success criteria &amp; KPIs</li></ul>	<ul style="list-style-type: none"><li>● Delivering 'Aha!' moments</li><li>● Establishing high-value touchpoints</li><li>● Guiding product discovery</li><li>● Outlining your product's onboarding journey</li></ul>



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Focus areas	HR	HR	HR	HR
Skills sets	Supporting the business in change management	Design & execute talent strategy	HR data analytics	Business/operations knowledge
Skills	<ul style="list-style-type: none"> <li>Identifying needs directions for change</li> <li>Championing change together with the leadership team</li> <li>Understanding the change-management life cycle</li> <li>Creating risk management and communication plans</li> <li>Guiding others to identify resistance to change</li> <li>Change readiness assessments</li> </ul>	<ul style="list-style-type: none"> <li>Organizational analysis discovery (Surveys, roundtables, internal interviews, HR data etc)</li> <li>Performance management</li> <li>Talent mapping &amp; succession planning</li> <li>Career pathing, leadership &amp; management development</li> <li>Essential coaching skills: coach for management &amp; leadership development</li> <li>Essential Mentoring skills &amp; techniques</li> <li>Building and/or facilitating Team Building &amp; managing group dynamics</li> <li>Facilitating internal training sessions</li> <li>Relationship building with key stakeholders of all levels</li> </ul>	<ul style="list-style-type: none"> <li>Understanding relevant data sources &amp; formats</li> <li>Common data charts &amp; graphs</li> <li>Using data to identify patterns, formulate insights &amp; communicate findings</li> <li>Common KPIs to measure impact of HR processes &amp; programs</li> </ul>	<ul style="list-style-type: none"> <li>Understanding how a business works</li> <li>Understanding business terminology</li> <li>Understanding the organization's value chain</li> <li>Understanding how functional units tie into &amp; support the organization's performance</li> </ul>



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Focus areas	HR	HR	HR	HR
Skills sets	Build your flex work environment	Creating and driving diversity practices	Managing employee life cycle	Best practice recruiting
Skills	<ul style="list-style-type: none"> <li>● Designing &amp; implementing a flex work strategy</li> <li>● Creating workplace policies: return to office, health &amp; safety, PTO etc</li> <li>● Structuring &amp; deploying a Talent Total Rewards strategy</li> <li>● Adapting company culture &amp; HR processes for multigenerational staff</li> <li>● Understanding HR software &amp; the vendor market</li> </ul>	<ul style="list-style-type: none"> <li>● Creating &amp; engaging stakeholders in a diversity strategy</li> <li>● Initiating/leading employee resource groups</li> <li>● Building a diversified internal pipeline for people managers and leadership positions</li> </ul>	<ul style="list-style-type: none"> <li>● Structuring experiences for key milestones</li> <li>● Structuring the employee onboarding journey</li> <li>● Creating feedback &amp; evaluation processes</li> <li>● Workforce planning</li> <li>● Key employee mapping</li> <li>● Managing performance improvement plans &amp; end of employment</li> </ul>	<ul style="list-style-type: none"> <li>● Creating an employee value proposition</li> <li>● Drafting your pitch and script</li> <li>● Core sourcing practices</li> <li>● Mastering behavioral interviews</li> <li>● Writing good interview summaries</li> </ul>



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Focus areas	Business Development /Strategy	Business Development /Strategy
Skills sets	Creating and running partnership programs	Developing channel partnerships
Skills	<ul style="list-style-type: none"><li>● Market mapping</li><li>● Company profiling</li><li>● Account mapping</li><li>● Partnership prioritization</li><li>● Creating a partnership program</li><li>● Working with introducers</li><li>● Partner education and training</li></ul>	<ul style="list-style-type: none"><li>● Pitching your products/services to channel partners</li><li>● Strategic &amp; contractual considerations for channel/ISV/OEM relationships</li><li>● Negotiating channel contracts</li><li>● Channel partner onboarding</li><li>● Training channel sales teams</li><li>● Pricing, profitability &amp; margin management</li></ul>



# First-level management



# 1st Level Management

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Focus areas	Communications	Client Management	Career Planning	Career Planning
<b>Skills sets</b>	<b>Communicating effectively for team leads</b>	<b>Fundamentals of client management</b>	<b>Career planning</b>	<b>Supporting your team's growth</b>
<b>Skills</b>	<ul style="list-style-type: none"> <li>• The art of feedback</li> <li>• Building rapport</li> <li>• Clarity in communications</li> <li>• Confidence and assertiveness</li> <li>• Conflict management</li> <li>• Creating a communications cadence for your team</li> <li>• Motivating team members</li> </ul>	<ul style="list-style-type: none"> <li>• Active listening</li> <li>• Building trust</li> <li>• Communicating agenda and timelines</li> <li>• Communicating through customer issues</li> <li>• Managing meetings effectively</li> <li>• Setting expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Assessing opportunities within your organization</li> <li>• Creating mid-term and long term objectives</li> <li>• Learning agility - learning and demonstrating new skills</li> <li>• Managing your own career</li> <li>• Managing the conversation with your superior/ HR</li> </ul>	<ul style="list-style-type: none"> <li>• Assessing success (how do you know when someone's progressing?)</li> <li>• Coaching your team members</li> <li>• Helping your people see opportunities</li> <li>• Succession planning</li> <li>• Thinking through growth opportunities for your team</li> </ul>





# 1st Level Management

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Focus areas	Leadership	Leadership	Leadership	Leadership
Skills sets	Foundational leadership skills	Building resilience and thriving in times of change	Building your leadership style	Leading change during difficult times
Skills	<ul style="list-style-type: none"> <li>● Building accountability</li> <li>● Building trust</li> <li>● Creating a personal brand</li> <li>● Dealing with ambiguity</li> <li>● Dealing with common team situations in a mindful way</li> <li>● Owner's mentality</li> <li>● Paths to influence</li> <li>● Understanding your business</li> </ul>	<ul style="list-style-type: none"> <li>● Becoming more mindful</li> <li>● Thinking positively</li> <li>● Emotional regulation</li> <li>● Becoming adaptable</li> <li>● Forming deep relationships</li> <li>● Making decisions</li> <li>● Building your self-awareness</li> <li>● Critical thinking</li> <li>● Analytical thinking</li> <li>● Mitigating risks</li> <li>● Managing up</li> </ul>	<ul style="list-style-type: none"> <li>● Becoming a leader</li> <li>● Being courageous/ managing 'against the stream'</li> <li>● Building effective relationships</li> <li>● Developing presence &amp; impact</li> <li>● Flexibility &amp; risk-taking</li> <li>● Leading teams in a mindful way</li> <li>● Leading with integrity</li> <li>● Owner's mentality &amp; accountability</li> <li>● Situational leadership</li> <li>● Understanding your leadership style and how to borrow from others</li> </ul>	<ul style="list-style-type: none"> <li>● Empathetic communication</li> <li>● Influencing others</li> <li>● Communicating in an inspiring way</li> <li>● Crafting and communicating a shared vision</li> <li>● Mitigating change resistors</li> <li>● Emotional intelligence (EQ) in change management</li> <li>● Create a culture of accountability</li> <li>● Modeling leadership behaviors</li> <li>● Direct &amp; transparent communication</li> <li>● Building trusting relationships</li> <li>● Motivating others in changing times</li> </ul>



# 1st Level Management

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Focus areas	Management	Management	Productivity	Productivity
<b>Skills sets</b>	<b>Core management skills</b>	<b>Change management expertise</b>	<b>Effective time management</b>	<b>Problem solving &amp; decision making</b>
<b>Skills</b>	<ul style="list-style-type: none"> <li>● Assessment &amp; evaluation</li> <li>● Delegation</li> <li>● Goal setting</li> <li>● Hiring talent</li> <li>● Measurement</li> <li>● Measuring impact</li> <li>● Resource &amp; task management</li> <li>● Running 1:1 meetings</li> <li>● Running team meetings</li> <li>● Running feedback meetings &amp; having tough conversations</li> </ul>	<ul style="list-style-type: none"> <li>● Build awareness &amp; sense of urgency</li> <li>● Sustaining change</li> <li>● Building recognition &amp; rewards mechanisms</li> <li>● Effectively communicating the vision</li> <li>● Change communications</li> <li>● Managing resistance to change</li> <li>● Identifying &amp; enrolling change champions</li> <li>● Monitoring change initiatives</li> </ul>	<ul style="list-style-type: none"> <li>● Blocking distractions</li> <li>● Creating a schedule</li> <li>● Estimating tasks &amp; deliverables</li> <li>● Focussing on things that deliver value</li> <li>● How to say no - prioritization and focus</li> <li>● Leveraging automation and outsourcing</li> <li>● Planning your day</li> <li>● Work-life balance best practices</li> </ul>	<ul style="list-style-type: none"> <li>● Root cause analysis techniques</li> <li>● Testing &amp; iterating</li> <li>● Prioritizing solutions</li> <li>● Planning for different scenarios</li> <li>● Out-of-the-box thinking</li> <li>● Decision making frameworks</li> <li>● Data-driven decision making</li> <li>● Identifying problems</li> <li>● Problem solving methodologies</li> <li>● Coming to a consensus</li> <li>● Thinking critically</li> </ul>



# 1st Level Management

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Focus areas	Sales	Sales	Sales	Sales
Skills sets	<b>Scalable prospecting &amp; pipeline generation</b>	<b>Account based sales</b>	<b>Deal lifecycle management</b>	<b>High performing sales teams</b>
Skills	<ul style="list-style-type: none"> <li>● Follow up best practices</li> <li>● Hacking introductions</li> <li>● Identifying USPs and customer pain points</li> <li>● Scaling personalization</li> <li>● Pipeline management best practices</li> <li>● Prospecting automation</li> <li>● Working with introducers</li> </ul>	<ul style="list-style-type: none"> <li>● Account campaign management</li> <li>● Creating account strategies</li> <li>● Customer research</li> <li>● Customized approach</li> <li>● Identifying compelling events</li> <li>● Mapping key accounts</li> </ul>	<ul style="list-style-type: none"> <li>● Challenger sales</li> <li>● Creating high-impact proof of value</li> <li>● Driving customer discussions through questioning</li> <li>● Mapping stakeholders</li> <li>● MEDDPIC</li> <li>● Negotiating with procurement</li> <li>● Remote sales</li> <li>● Understanding customer pain points</li> <li>● Working with legal teams</li> <li>● Working with multiple buying centers</li> </ul>	<ul style="list-style-type: none"> <li>● Aligning your org to customer needs</li> <li>● Building compensation structures</li> <li>● Building resilience</li> <li>● Creating external motivation</li> <li>● Finding your customer sweet spot</li> <li>● Measurement &amp; analytics</li> <li>● Setting targets &amp; quotas</li> <li>● Training &amp; enablement</li> <li>● Winning with culture</li> </ul>



# 1st Level Management

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Focus areas	Sales	Marketing	Marketing	Marketing
Skills sets	Sales operations excellence	Creating a winning message for your audience	Identifying customer unique selling points and delivering on them	Creating a marketing funnel
Skills	<ul style="list-style-type: none"><li>• Creating sales support kits</li><li>• Digital sales toolkits</li><li>• Identifying bottlenecks</li><li>• Setting up advanced analytics and funnels</li></ul>	<ul style="list-style-type: none"><li>• Creating your voice</li><li>• Finding comparable sources/ inspiration</li><li>• Messaging testing</li><li>• Outlining a messaging strategy</li></ul>	<ul style="list-style-type: none"><li>• Competitive analysis</li><li>• Customer research</li><li>• Mapping comparable selling points</li><li>• Running customer interviews</li><li>• SWOT analysis</li><li>• Testing your unique selling points</li></ul>	<ul style="list-style-type: none"><li>• Acquisition best practices</li><li>• Comparing channel and campaign ROI</li><li>• Making channel decisions</li><li>• Setting up analytics</li><li>• Warming up prospects</li><li>• Working with agencies</li></ul>



# 1st Level Management

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Focus areas	Marketing	Product Management	Product Management	Product Management
Skills sets	Marketing creativity	Understanding users	Communicating and managing requirements	Go to market
Skills	<ul style="list-style-type: none"> <li>Brainstorming techniques</li> <li>Creativity enhancing processes</li> <li>Finding inspiration in adjacencies</li> </ul>	<ul style="list-style-type: none"> <li>Building experiments</li> <li>Creating &amp; analyzing user journey maps</li> <li>Creating user segmentation &amp; personas</li> <li>Conducting &amp; analyzing user interviews</li> <li>Generating hypothesis &amp; problem statements</li> <li>Leveraging user queries/ support data to uncover hidden needs</li> <li>Mapping user journeys &amp; onboarding management</li> <li>Setting up metrics &amp; measurement</li> </ul>	<ul style="list-style-type: none"> <li>Competitive &amp; comparative analysis</li> <li>Creating a consistent product 'language' across functions</li> <li>Creating structured PRDs</li> <li>Creating user stories</li> <li>Mapping jobs to do</li> <li>Running design sprints</li> <li>Turning business goals into product goals</li> </ul>	<ul style="list-style-type: none"> <li>Customer education</li> <li>Go-to-market execution /execution support</li> <li>Planning pricing &amp; packaging</li> <li>Product messaging &amp; positioning</li> <li>Sales/ marketing enablement</li> <li>Technical documentation</li> <li>Working with design partners</li> </ul>



# 1st Level Management

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Focus areas	Product Management	Product Management	Customer Success	Customer Success
Skills sets	Managing timelines and deliverables	UX/UI	Understanding customer needs	Onboarding and enablement
Skills	<ul style="list-style-type: none"> <li>● Agile - being a product owner</li> <li>● Agile - managing scrum backlog</li> <li>● Assessing risk &amp; mitigation planning</li> <li>● Feature &amp; deliverable prioritization</li> <li>● Managing delays &amp; quality issues</li> <li>● Managing sprint timelines</li> <li>● PI/ Epic planning</li> <li>● Release management</li> <li>● Roadmap planning</li> </ul>	<ul style="list-style-type: none"> <li>● Creating user flows</li> <li>● Design elements</li> <li>● Matching design to users</li> <li>● UX analytics</li> </ul>	<ul style="list-style-type: none"> <li>● Conducting customer research</li> <li>● Customer interviews</li> <li>● Mapping customer pain points</li> <li>● Understanding success criteria and KPIs</li> </ul>	<ul style="list-style-type: none"> <li>● Delivering 'Aha!' moments</li> <li>● Establishing high-value touchpoints</li> <li>● Guiding product discovery</li> <li>● Outlining your product's onboarding journey</li> </ul>



# 1st Level Management

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Focus areas	Customer Success	Customer Success	Engineering	Engineering
Skills sets	Building best-practice processes	Measurement and prioritization	Agile management	Scaling an engineering org
Skills	<ul style="list-style-type: none"> <li>• Communication cadence</li> <li>• Issue identification</li> <li>• Issue resolution</li> <li>• Mapping onboarding journeys</li> <li>• Product feedback</li> <li>• Setting up SLAs</li> </ul>	<ul style="list-style-type: none"> <li>• Account escalation</li> <li>• Creating differentiated journeys</li> <li>• Measuring CS activity</li> <li>• Measuring effectiveness</li> <li>• Sharing best practices</li> <li>• Tracking account health</li> </ul>	<ul style="list-style-type: none"> <li>• Assigning ownership</li> <li>• Effective time estimates &amp; sprint capacity management</li> <li>• Efficient communications &amp; meeting setup</li> <li>• Running agile sprints</li> <li>• Scrum master best practices</li> <li>• Setting up agile roles within your team</li> </ul>	<ul style="list-style-type: none"> <li>• Assessing talent</li> <li>• Building an internal coaching culture</li> <li>• Building an effective interview process</li> <li>• Creating a communications cadence</li> <li>• Developing technical leaders</li> <li>• Workload management &amp; distribution of ownership</li> </ul>



# 1st Level Management

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Focus areas	Engineering	Engineering	Engineering
Skills sets	Architecture and scale	Building processes that deliver consistent quality	Driving effective teamwork and increasing throughput
Skills	<ul style="list-style-type: none"><li>● Build vs buy considerations</li><li>● Cloud infrastructure - scale vs cost considerations</li><li>● Planning architecture changes and transitions</li><li>● Planning scale</li><li>● Risk management in roadmap planning</li><li>● Selecting and outlining your tech stack for new Epics</li></ul>	<ul style="list-style-type: none"><li>● Building a cadence for continuous testing</li><li>● Creating clarity around requirements</li><li>● Creating processes to identify and flag issues</li><li>● Identifying potential quality issues ahead of time</li><li>● Managing code &amp; deliverable reviews</li><li>● Setting up monitoring &amp; reporting on Jira/ other platforms</li><li>● Setting and enforcing quality standards</li></ul>	<ul style="list-style-type: none"><li>● Creating a shared team/ function playbook and standardization</li><li>● Creating continuous delivery processes</li><li>● Definition of done</li><li>● Eliminating avoidable buffers</li><li>● Foreseeing &amp; avoiding scope creep, sidetracks and distractions</li><li>● Sprint planning</li></ul>





# 1st Level Management

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Focus areas	HR	HR	HR	HR
Skills sets	<b>Supporting the business in change management</b>	<b>Design &amp; execute talent strategy</b>	<b>HR data analytics</b>	<b>Business/operations knowledge</b>
Skills	<ul style="list-style-type: none"> <li>Identifying needs directions for change</li> <li>Championing change together with the leadership team</li> <li>Understanding the change-management life cycle</li> <li>Creating risk management and communication plans</li> <li>Guiding others to identify resistance to change</li> <li>Change readiness assessments</li> </ul>	<ul style="list-style-type: none"> <li>Organizational analysis discovery (Surveys, roundtables, internal interviews, HR data etc)</li> <li>Performance management</li> <li>Talent mapping &amp; succession planning</li> <li>Career pathing, leadership &amp; management development</li> <li>Essential coaching skills: coach for management &amp; leadership development</li> <li>Essential Mentoring skills &amp; techniques</li> <li>Building and/or facilitating Team Building &amp; managing group dynamics</li> <li>Facilitating internal training sessions</li> <li>Relationship building with key stakeholders of all levels</li> </ul>	<ul style="list-style-type: none"> <li>Understanding relevant data sources &amp; formats</li> <li>Common data charts &amp; graphs</li> <li>Using data to identify patterns, formulate insights &amp; communicate findings</li> <li>Common KPIs to measure impact of HR processes &amp; programs</li> </ul>	<ul style="list-style-type: none"> <li>Understanding how a business works</li> <li>Understanding business terminology</li> <li>Understanding the organization's value chain</li> <li>Understanding how functional units tie into &amp; support the organization's performance</li> </ul>



# 1st Level Management

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Focus areas	HR	HR	HR	HR
Skills sets	<b>Build your flex work environment</b>	<b>Creating and driving diversity practices</b>	<b>Managing employee life cycle</b>	<b>Best practice recruiting</b>
Skills	<ul style="list-style-type: none"> <li>• Designing &amp; implementing a flex work strategy</li> <li>• Creating workplace policies: return to office, health &amp; safety, PTO etc</li> <li>• Structuring &amp; deploying a Talent Total Rewards strategy</li> <li>• Adapting company culture &amp; HR processes for multigenerational staff</li> <li>• Understanding HR software &amp; the vendor market</li> </ul>	<ul style="list-style-type: none"> <li>• Creating &amp; engaging stakeholders in a diversity strategy</li> <li>• Initiating/leading employee resource groups</li> <li>• Building a diversified internal pipeline for people managers and leadership positions</li> </ul>	<ul style="list-style-type: none"> <li>• Structuring experiences for key milestones</li> <li>• Structuring the employee onboarding journey</li> <li>• Creating feedback &amp; evaluation processes</li> <li>• Workforce planning</li> <li>• Key employee mapping</li> <li>• Managing performance improvement plans &amp; end of employment</li> </ul>	<ul style="list-style-type: none"> <li>• Creating an employee value proposition</li> <li>• Drafting your pitch and script</li> <li>• Core sourcing practices</li> <li>• Mastering behavioral interviews</li> <li>• Writing good interview summaries</li> </ul>



# 1st Level Management

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Focus areas	Business Development / Strategy	Business Development / Strategy	Business Development / Strategy	Business Development / Strategy
Skills sets	<p>Creating and running partnership programs</p>	<p>Developing channel partnerships</p>	<p>Target company acquisition</p>	<p>Post-merger integration</p>
Skills	<ul style="list-style-type: none"> <li>● Market mapping</li> <li>● Company profiling</li> <li>● Account mapping</li> <li>● Partnership prioritization</li> <li>● Creating a partnership program</li> <li>● Working with introducers</li> <li>● Partner education and training</li> </ul>	<ul style="list-style-type: none"> <li>● Pitching your products/services to channel partners</li> <li>● Strategic &amp; contractual considerations for channel/ISV/OEM relationships</li> <li>● Negotiating channel contracts</li> <li>● Channel partner onboarding</li> <li>● Training channel sales teams</li> <li>● Pricing, profitability &amp; margin management</li> </ul>	<ul style="list-style-type: none"> <li>● Target identification &amp; long list creation</li> <li>● Creating the strategic business case for acquisitions</li> <li>● Target evaluation</li> <li>● Valuation considerations</li> <li>● Aligning internal stakeholders in an acquisition</li> <li>● Forming a taskforce &amp; execution plan for an acquisition</li> <li>● Acquisition negotiations</li> <li>● Working with strategic advisors (bankers, consultants)</li> <li>● Crisis management</li> <li>● Media relations during an acquisition process</li> </ul>	<ul style="list-style-type: none"> <li>● Creating a 90 day plan</li> <li>● Onboarding new execs</li> <li>● Mapping synergies &amp; growth opportunities</li> <li>● Mapping &amp; mitigating risks</li> <li>● Managing the communication cadence during integration</li> <li>● Identifying &amp; planning key initiatives</li> <li>● Creating &amp; managing a program management office</li> </ul>

The background is a solid yellow color. In the upper left, there are several light yellow geometric shapes: a circle, a square, a rounded square, and a hexagon. A dashed yellow line starts from the right side of the central white box, curves upwards and then downwards to the right, ending at a small pink hexagon. A large, light yellow semi-circular shape is positioned behind the central white box.

# Middle management



# Middle Management

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Focus areas	Career Planning	Career Planning
Skills sets	Career planning	Supporting your team's growth
Skills	<ul style="list-style-type: none"><li>● Assessing opportunities within your organization</li><li>● Creating mid-term and long term objectives</li><li>● Learning agility - learning and demonstrating new skills</li><li>● Managing your own career</li><li>● Managing the conversation with your superior/ HR</li></ul>	<ul style="list-style-type: none"><li>● Assessing success (how do you know when someone's progressing?)</li><li>● Coaching your team members</li><li>● Helping your people see opportunities</li><li>● Succession planning</li><li>● Thinking through growth opportunities for your team</li></ul>



# Middle Management

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Focus areas	Communications	Communications	Client Management
<b>Skills sets</b>	<b>Communicating effectively for team leads</b>	<b>Communicating in a global environment</b>	<b>Advanced client management skills</b>
<b>Skills</b>	<ul style="list-style-type: none"> <li>● The art of feedback</li> <li>● Building rapport</li> <li>● Clarity in communications</li> <li>● Conflict management</li> <li>● Confidence and assertiveness</li> <li>● Creating a communications cadence for your team</li> <li>● Motivating team members</li> </ul>	<ul style="list-style-type: none"> <li>● Creating a global communications cadence</li> <li>● Understanding and adapting to local cultural nuances</li> <li>● Non-verbal communications</li> <li>● Adapting your messages across geographies</li> </ul>	<ul style="list-style-type: none"> <li>● Conflict Management</li> <li>● Influencing</li> <li>● Managing complex accounts</li> <li>● Managing stakeholders</li> <li>● Negotiations</li> <li>● Standardizing client programs and KPIs</li> </ul>



# Middle Management

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Focus areas	Leadership	Leadership	Leadership
<b>Skills sets</b>	<p>Enhancing your personal level leadership style (for senior execs)</p>	<p>Building your leadership style</p>	<p>Leading change during difficult times</p>
<b>Skills</b>	<ul style="list-style-type: none"> <li>● Building gravitas</li> <li>● Caring for and about others/ leadership with compassion</li> <li>● Holding yourself accountable</li> <li>● Inspirational communications</li> </ul>	<ul style="list-style-type: none"> <li>● Becoming a leader</li> <li>● Being courageous/ managing 'against the stream'</li> <li>● Building effective relationships</li> <li>● Developing presence &amp; impact</li> <li>● Flexibility &amp; risk-taking</li> <li>● Leading teams mindfully</li> <li>● Leading with integrity</li> <li>● Owner's mentality &amp; accountability</li> <li>● Situational leadership</li> <li>● Understanding your leadership style and how to borrow from others</li> </ul>	<ul style="list-style-type: none"> <li>● Empathetic communication</li> <li>● Influencing others</li> <li>● Communicating in an inspiring way</li> <li>● Crafting and communicating a shared vision</li> <li>● Mitigating change resistors</li> <li>● Emotional intelligence (EQ) in change management</li> <li>● Create a culture of accountability</li> <li>● Modeling leadership behaviors</li> <li>● Direct &amp; transparent communication</li> <li>● Building trusting relationships</li> <li>● Motivating others in changing times</li> </ul>



# Middle Management

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Focus areas	Productivity	Management	Management
Skills sets	Effective time management	Management enhancement - managing managers	Change management expertise
Skills	<ul style="list-style-type: none"> <li>● Blocking distractions</li> <li>● Creating a schedule</li> <li>● Estimating tasks and deliverables</li> <li>● Focusing on things that deliver value</li> <li>● How to say no - prioritization and focus</li> <li>● Leveraging automation and outsourcing</li> <li>● Planning your day</li> <li>● Work-life balance best practices</li> </ul>	<ul style="list-style-type: none"> <li>● Developing your team</li> <li>● Enabling your team to problem-solve</li> <li>● Goal setting for senior managers</li> <li>● Managing global teams</li> <li>● Managing diversity and inclusion</li> <li>● Measurement &amp; monitoring</li> <li>● P&amp;L management</li> <li>● Recognizing &amp; rewarding</li> <li>● Team building</li> <li>● Thinking strategically</li> </ul>	<ul style="list-style-type: none"> <li>● Build awareness &amp; sense of urgency</li> <li>● Sustaining change</li> <li>● Building recognition &amp; rewards mechanisms</li> <li>● Effectively communicating the vision</li> <li>● Change communications</li> <li>● Managing resistance to change</li> <li>● Identifying &amp; enrolling change champions</li> <li>● Monitoring change initiatives</li> </ul>





# Middle Management

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Focus areas	Sales	Sales	Marketing	Marketing
Skills sets	High performing sales teams	Sales operations excellence	Identifying customer unique selling points and delivering on them	Creating a marketing funnel
Skills	<ul style="list-style-type: none"> <li>Aligning your org to customer needs</li> <li>Building compensation structures</li> <li>Building resilience</li> <li>Creating external motivation</li> <li>Finding your customer sweet spot</li> <li>Measurement &amp; analytics</li> <li>Setting targets &amp; quotas</li> <li>Training &amp; enablement</li> <li>Winning with culture</li> </ul>	<ul style="list-style-type: none"> <li>Creating sales support kits</li> <li>Digital sales toolkits</li> <li>Identifying bottlenecks</li> <li>Setting up advanced analytics and funnels</li> </ul>	<ul style="list-style-type: none"> <li>Competitive analysis</li> <li>Customer research</li> <li>Mapping comparable selling points</li> <li>Running customer interviews</li> <li>SWOT analysis</li> <li>Testing your unique selling points</li> </ul>	<ul style="list-style-type: none"> <li>Acquisition best practices</li> <li>Comparing channel and campaign ROI</li> <li>Making channel decisions</li> <li>Setting up analytics</li> <li>Warming up prospects</li> <li>Working with agencies</li> </ul>



# Middle Management

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Focus areas	Product Management	Customer Success	Customer Success	HR
Skills sets	Go to market	Building best-practice processes	Measurement and prioritization	Best practice recruiting
Skills	<ul style="list-style-type: none"> <li>Customer education</li> <li>Go-to-market execution /execution support</li> <li>Planning pricing &amp; packaging</li> <li>Product messaging &amp; positioning</li> <li>Sales/ marketing enablement</li> <li>Technical documentation</li> <li>Working with design partners</li> </ul>	<ul style="list-style-type: none"> <li>Communication cadence</li> <li>Issue identification</li> <li>Issue resolution</li> <li>Mapping onboarding journeys</li> <li>Product feedback</li> <li>Setting up SLAs</li> </ul>	<ul style="list-style-type: none"> <li>Account escalation</li> <li>Creating differentiated journeys</li> <li>Measuring CS activity</li> <li>Measuring effectiveness</li> <li>Sharing best practices</li> <li>Tracking account health</li> </ul>	<ul style="list-style-type: none"> <li>Creating an employee value proposition</li> <li>Drafting your pitch and script</li> <li>Core sourcing practices</li> <li>Mastering behavioral interviews</li> <li>Writing good interview summaries</li> </ul>



# Middle Management

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Focus areas	Engineering	Engineering	Engineering	Engineering
Skills sets	Building processes that deliver consistent quality	Driving effective teamwork and increasing throughput	Architecture and scale	Scaling an engineering org
Skills	<ul style="list-style-type: none"> <li>Building a cadence for continuous testing</li> <li>Creating clarity around requirements</li> <li>Creating processes to identify and flag issues</li> <li>Identifying potential quality issues ahead of time</li> <li>Managing code &amp; deliverable reviews</li> <li>Setting up monitoring &amp; reporting on Jira/ other platforms</li> <li>Setting and enforcing quality standards</li> </ul>	<ul style="list-style-type: none"> <li>Creating a shared team/ function playbook and standardization</li> <li>Creating continuous delivery processes</li> <li>Definition of done</li> <li>Eliminating avoidable buffers</li> <li>Foreseeing &amp; avoiding scope creep, sidetracks and distractions</li> <li>Sprint planning</li> </ul>	<ul style="list-style-type: none"> <li>Build vs buy considerations</li> <li>Cloud infrastructure - scale vs cost considerations</li> <li>Planning architecture changes and transitions</li> <li>Planning scale</li> <li>Risk management in roadmap planning</li> <li>Selecting and outlining your tech stack for new Epics</li> </ul>	<ul style="list-style-type: none"> <li>Assessing talent</li> <li>Building an effective interview process</li> <li>Building an internal coaching culture</li> <li>Creating a communications cadence</li> <li>Developing technical leaders</li> <li>Workload management and distribution of ownership</li> </ul>



# Middle Management

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Focus areas	Business Development / Strategy	Business Development / Strategy
Skills sets	Target company acquisition	Post-merger integration
Skills	<ul style="list-style-type: none"><li>● Target identification &amp; long list creation</li><li>● Creating the strategic business case for acquisitions</li><li>● Target evaluation</li><li>● Valuation considerations</li><li>● Aligning internal stakeholders in an acquisition</li><li>● Forming a taskforce &amp; execution plan for an acquisition</li><li>● Acquisition negotiations</li><li>● Working with strategic advisors (bankers, consultants)</li><li>● Crisis management</li><li>● Media relations during an acquisition process</li></ul>	<ul style="list-style-type: none"><li>● Creating a 90 day plan</li><li>● Onboarding new execs</li><li>● Mapping synergies &amp; growth opportunities</li><li>● Mapping &amp; mitigating risks</li><li>● Managing the communication cadence during integration</li><li>● Identifying &amp; planning key initiatives</li><li>● Creating &amp; managing a program management office</li></ul>



Executive/VP



# Executive/VP

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Focus areas	Client Management	Client Management	Communications	Communications
Skills sets	Building account excellence	Scaling customer facing teams	Advanced communications for executives	Communicating in a global environment
Skills	<ul style="list-style-type: none"> <li>● Building and measuring value in customer relationships</li> <li>● Managing client profitability</li> <li>● Managing exec relationships</li> <li>● Mapping and measuring account strength</li> </ul>	<ul style="list-style-type: none"> <li>● Driving results in client facing teams</li> <li>● Creating customer experience excellence</li> <li>● Building service principles</li> <li>● Customer management platforms</li> <li>● Designing a buyer journey</li> <li>● Designing a client analytics framework</li> </ul>	<ul style="list-style-type: none"> <li>● Communicating difficult messages</li> <li>● Communication organizational change</li> <li>● Developing a unique communications styles</li> <li>● Gravitas</li> <li>● Communication styles</li> <li>● Creating a feedback culture</li> </ul>	<ul style="list-style-type: none"> <li>● Creating a global communications cadence</li> <li>● Understanding and adapting to local cultural nuances</li> <li>● Non-verbal communications</li> <li>● Adapting your messages across geographies</li> </ul>



# Executive/VP

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Focus areas	Leadership	Leadership	Leadership
Skills sets	<p data-bbox="563 468 1116 539">Enhancing your personal level leadership style for senior executives</p>	<p data-bbox="1243 468 1722 539">Leading organizations for senior executives</p>	<p data-bbox="1982 468 2295 539">Leading change during difficult times</p>
Skills	<ul data-bbox="555 592 1021 843" style="list-style-type: none"> <li>● Building gravitas</li> <li>● Caring for an about others/ leadership with compassion</li> <li>● Holding yourself accountable</li> <li>● Inspirational communications</li> </ul>	<ul data-bbox="1182 592 1786 796" style="list-style-type: none"> <li>● Challenging the process/the paradigm</li> <li>● Creating clarity</li> <li>● Creating the culture you want</li> <li>● Creating a shared vision</li> <li>● Creating high performing organizations</li> </ul>	<ul data-bbox="1854 592 2435 1146" style="list-style-type: none"> <li>● Empathetic communication</li> <li>● Influencing others</li> <li>● Communicating in an inspiring way</li> <li>● Crafting and communicating a shared vision</li> <li>● Mitigating change resistors</li> <li>● Emotional intelligence (EQ) in change management</li> <li>● Create a culture of accountability</li> <li>● Modeling leadership behaviors</li> <li>● Direct &amp; transparent communication</li> <li>● Building trusting relationships</li> <li>● Motivating others in changing times</li> </ul>



# Executive/VP

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Focus areas	Management	Management	Management
Skills sets	<b>Management Mastery – strategic mindset</b>	<b>Management mastery – senior management practices</b>	<b>Change management expertise</b>
Skills	<ul style="list-style-type: none"><li>● Building a strategy</li><li>● Competitive analysis</li><li>● Making tough decisions</li><li>● Gap analysis</li><li>● Team SWOT</li></ul>	<ul style="list-style-type: none"><li>● Building resilience</li><li>● Creating and sharing a vision</li><li>● Developing leaders</li><li>● Strategic hiring</li><li>● Succession planning</li></ul>	<ul style="list-style-type: none"><li>● Build awareness &amp; sense of urgency</li><li>● Sustaining change</li><li>● Building recognition &amp; rewards mechanisms</li><li>● Effectively communicating the vision</li><li>● Change communications</li><li>● Managing resistance to change</li><li>● Identifying &amp; enrolling change champions</li><li>● Monitoring change initiatives</li></ul>





# Executive/VP

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<b>Focus areas</b>	<b>Productivity</b>
<b>Skills sets</b>	<b>Effective time management</b>
<b>Skills</b>	<ul style="list-style-type: none"><li>● Blocking distractions</li><li>● Creating a schedule</li><li>● Estimating tasks and deliverables</li><li>● Focusing on things that deliver value</li><li>● How to say no - prioritization and focus</li><li>● Leveraging automation and outsourcing</li><li>● Planning your day</li><li>● Work-life balance best practices</li></ul>



# Sort by Focus Area

## Seniority Key:

Individual contributor = IC

1st level management = 1LM

Middle management = 2LM

Executive/VP= 3LM



# Career Planning

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Skills sets	Career planning	Supporting your team's growth
<b>Skills</b>	<ul style="list-style-type: none"><li>● Assessing opportunities within your organization</li><li>● Creating mid-term and long term objectives</li><li>● Learning agility - learning and demonstrating new skills</li><li>● Managing your own career</li><li>● Managing the conversation with your superior/ HR</li></ul>	<ul style="list-style-type: none"><li>● Assessing success (how do you know when someone's progressing?)</li><li>● Coaching your team members</li><li>● Helping your people see opportunities</li><li>● Succession planning</li><li>● Thinking through growth opportunities for your team</li></ul>
<b>Seniority level</b>	IC, 1LM, 2LM, 3LM	1LM, 2LM, 3LM



# Client Management

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Skills sets	Fundamentals of client management	Advanced client management skills	Building account excellence	Scaling customer facing teams
Skills	<ul style="list-style-type: none"> <li>● Active listening</li> <li>● Building trust</li> <li>● Communicating agenda and timelines</li> <li>● Communicating through customer issues</li> <li>● Managing meetings effectively</li> <li>● Setting expectations</li> </ul>	<ul style="list-style-type: none"> <li>● Conflict Management</li> <li>● Influencing</li> <li>● Managing complex accounts</li> <li>● Managing stakeholders</li> <li>● Negotiations</li> <li>● Standardizing client programs and KPIs</li> </ul>	<ul style="list-style-type: none"> <li>● Managing client profitability</li> <li>● Building and measuring value in customer relationships</li> <li>● Mapping and measuring account strength</li> <li>● Managing exec relationships</li> </ul>	<ul style="list-style-type: none"> <li>● Driving results in client facing teams</li> <li>● Creating customer experience excellence</li> <li>● Building service principles</li> <li>● Customer management platforms</li> <li>● Designing a buyer journey</li> <li>● Designing a client analytics framework</li> </ul>
Seniority level	IC, 1LM	2LM	3LM	3LM



# Communications

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Skills sets	Fundamentals of effective communications	Communicating effectively for team leads	Advanced communications for executives	Communicating in a global environment
Skills	<ul style="list-style-type: none"> <li>● Active listening</li> <li>● Building relationships</li> <li>● Confidence and assertiveness</li> <li>● Communicating effectively in meetings</li> <li>● Effective upwards communications</li> <li>● Presentation basics (verbal + visual)</li> <li>● Receiving feedback</li> <li>● Working with others cross-functionally</li> <li>● Writing effective emails</li> </ul>	<ul style="list-style-type: none"> <li>● The art of feedback</li> <li>● Building rapport</li> <li>● Clarity in communications</li> <li>● Conflict management</li> <li>● Confidence and assertiveness</li> <li>● Creating a communications cadence for your team</li> <li>● Motivating team members</li> </ul>	<ul style="list-style-type: none"> <li>● Communicating difficult messages</li> <li>● Developing a unique communications styles</li> <li>● Creating a feedback culture</li> <li>● Gravitas</li> <li>● Communication organizational change</li> </ul>	<ul style="list-style-type: none"> <li>● Creating a global communications cadence</li> <li>● Understanding and adapting to local cultural nuances</li> <li>● Non-verbal communications</li> <li>● Adapting your messages across geographies</li> </ul>
Seniority level	IC	1LM, 2LM	3LM	2LM, 3LM



# Leadership

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Skills sets	Foundational leadership skills	Building your leadership style	Enhancing your personal level leadership style (for senior execs)	Leading organizations for senior executives
Skills	<ul style="list-style-type: none"> <li>● Building accountability</li> <li>● Building trust</li> <li>● Creating a personal brand</li> <li>● Dealing with ambiguity</li> <li>● Dealing with common team situations in a mindful way</li> <li>● Owner's mentality</li> <li>● Paths to influence</li> <li>● Understanding your business</li> </ul>	<ul style="list-style-type: none"> <li>● Becoming a leader</li> <li>● Being courageous/managing 'against the stream'</li> <li>● Building effective relationships</li> <li>● Developing presence/impact</li> <li>● Flexibility &amp; risk-taking</li> <li>● Leading teams mindfully</li> <li>● Leading with integrity</li> <li>● Owner's mentality &amp; accountability</li> <li>● Situational leadership</li> <li>● Understanding your leadership style and how to borrow from others</li> </ul>	<ul style="list-style-type: none"> <li>● Building gravitas</li> <li>● Caring for an about others/ leadership with compassion</li> <li>● Holding yourself accountable</li> <li>● Inspirational communications</li> </ul>	<ul style="list-style-type: none"> <li>● Creating clarity</li> <li>● Challenging the process/the paradigm</li> <li>● Creating a shared vision</li> <li>● Creating high performing organizations</li> <li>● Creating the culture you want</li> </ul>
Seniority level	IC, 1LM	1LM, 2LM	2LM, 3LM	3LM



# Leadership

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Skills sets	Building resilience and thriving in times of change	Leading change during difficult times	Driving organizational changes
Skills	<ul style="list-style-type: none"> <li>● Becoming more mindful</li> <li>● Thinking positively</li> <li>● Emotional regulation</li> <li>● Becoming adaptable</li> <li>● Forming deep relationships</li> <li>● Making decisions</li> <li>● Building your self- awareness</li> <li>● Critical thinking</li> <li>● Analytical thinking</li> <li>● Mitigating risks</li> <li>● Managing up</li> </ul>	<ul style="list-style-type: none"> <li>● Empathetic communication</li> <li>● Influencing others</li> <li>● Communicating in an inspiring way</li> <li>● Crafting and communicating a shared vision</li> <li>● Mitigating change resisters</li> <li>● Emotional intelligence (EQ) in change management</li> <li>● Create a culture of accountability</li> <li>● Modeling leadership behaviors</li> <li>● Direct &amp; transparent communication</li> <li>● Building trusting relationships</li> <li>● Motivating others in changing times</li> </ul>	<ul style="list-style-type: none"> <li>● Planning for different scenarios</li> <li>● Identifying and mitigating risks</li> <li>● Creating an organizational-wide vision</li> <li>● Strategic thinking- for executives</li> <li>● Building a change roadmap</li> <li>● Systems thinking</li> <li>● Innovative thinking</li> <li>● Storytelling- for executives</li> <li>● Leveraging data in change initiatives</li> <li>● Empathetic communications - for executives</li> <li>● Direct &amp; transparent communication - for executives</li> <li>● Creating motivational managers</li> <li>● Business continuity planning</li> <li>● Financial decision making</li> </ul>
Seniority level	IC, 1LM	1LM, 2LM	2LM, 3LM



# Management

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Skills sets	Matrix management / Managing without authority	Emerging manager skills	Core management skills	Change management expertise
<b>Skills</b>	<ul style="list-style-type: none"> <li>● Authenticity</li> <li>● Building your communication cadence</li> <li>● Conflict management</li> <li>● Project management</li> <li>● Effective teamwork</li> <li>● Enabling your team to deliver results</li> <li>● Inspiring and motivating</li> <li>● Managing tasks and priorities</li> <li>● Motivating without authority</li> </ul>	<ul style="list-style-type: none"> <li>● Effective prioritization</li> <li>● Managing projects</li> <li>● Managing your manager</li> <li>● Setting expectations</li> <li>● Tracking &amp; showing the ROI of your work</li> <li>● Working within co-managed environments</li> </ul>	<ul style="list-style-type: none"> <li>● Assessment &amp; evaluation</li> <li>● Delegation</li> <li>● Goal setting</li> <li>● Hiring talent</li> <li>● Measurement</li> <li>● Measuring impact</li> <li>● Resource &amp; task management</li> <li>● Running 1:1 meetings</li> <li>● Running team meetings</li> <li>● Running feedback meetings &amp; having tough conversations</li> </ul>	<ul style="list-style-type: none"> <li>● Build awareness &amp; sense of urgency</li> <li>● Sustaining change</li> <li>● Building recognition &amp; rewards mechanisms</li> <li>● Effectively communicating the vision</li> <li>● Change communications</li> <li>● Managing resistance to change</li> <li>● Identifying &amp; enrolling change champions</li> <li>● Monitoring change initiatives</li> </ul>
<b>Seniority level</b>	IC	IC	IC, 1LM	IC, 1LM, 2LM, 3LM





# Management

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Skills sets	Management enhancement - managing managers	Management Mastery – strategic mindset	Management mastery – senior management practices
Skills	<ul style="list-style-type: none"> <li>● Developing your team</li> <li>● Enabling your team to problem-solve</li> <li>● Goal setting for senior managers</li> <li>● Managing global teams</li> <li>● Managing diversity &amp; inclusion</li> <li>● Measurement &amp; monitoring</li> <li>● P&amp;L management</li> <li>● Recognizing &amp; rewarding</li> <li>● Team building</li> <li>● Thinking strategically</li> </ul>	<ul style="list-style-type: none"> <li>● Building a strategy</li> <li>● Competitive analysis</li> <li>● Making tough decisions</li> <li>● Gap analysis</li> <li>● Team SWOT</li> </ul>	<ul style="list-style-type: none"> <li>● Succession planning</li> <li>● Developing leaders</li> <li>● Building resilience</li> <li>● Strategic hiring</li> <li>● Creating and sharing a vision</li> </ul>
Seniority level	2LM	3LM	3LM



# Productivity

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Skills sets	Effective time management	Problem solving & decision making
Skills	<ul style="list-style-type: none"><li>● Blocking distractions</li><li>● Creating a schedule</li><li>● Estimating tasks and deliverables</li><li>● Focusing on things that deliver value</li><li>● How to say no - prioritization and focus</li><li>● Leveraging automation and outsourcing</li><li>● Planning your day</li><li>● Work-life balance best practices</li></ul>	<ul style="list-style-type: none"><li>● Root cause analysis techniques</li><li>● Testing &amp; iterating</li><li>● Prioritizing solutions</li><li>● Planning for different scenarios</li><li>● Out-of-the-box thinking</li><li>● Decision making frameworks</li><li>● Data-driven decision making</li><li>● Identifying problems</li><li>● Problem solving methodologies</li><li>● Coming to a consensus</li><li>● Thinking critically</li></ul>
Seniority level	IC, 1LM, 2LM, 3LM	IC, 1LM



# Customer Success

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Skills sets	Understanding customer needs	Onboarding and enablement	Measurement and prioritization	Building best-practice processes
Skills	<ul style="list-style-type: none"> <li>● Conducting customer research</li> <li>● Customer interviews</li> <li>● Mapping customer pain points</li> <li>● Understanding success criteria &amp; KPIs</li> </ul>	<ul style="list-style-type: none"> <li>● Delivering 'Aha!' moments</li> <li>● Establishing high-value touchpoints</li> <li>● Guiding product discovery</li> <li>● Outlining your product's onboarding journey</li> </ul>	<ul style="list-style-type: none"> <li>● Account escalation</li> <li>● Creating differentiated journeys</li> <li>● Measuring CS activity</li> <li>● Measuring effectiveness</li> <li>● Sharing best practices</li> <li>● Tracking account health</li> </ul>	<ul style="list-style-type: none"> <li>● Communication cadence</li> <li>● Issue identification</li> <li>● Issue resolution</li> <li>● Mapping onboarding journeys</li> <li>● Product feedback</li> <li>● Setting up SLAs</li> </ul>
Seniority level	IC, 1LM	1C, 1LM	1LM, 2LM	1LM, 2LM



# Engineering

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Skills sets	Agile management	Building processes that deliver consistent quality	Scaling an engineering org	Architecture and scale
Skills	<ul style="list-style-type: none"> <li>● Assigning ownership</li> <li>● Effective time estimates &amp; sprint capacity management</li> <li>● Efficient communications &amp; meeting setup</li> <li>● Running agile sprints</li> <li>● Scrum master best practices</li> <li>● Setting up agile roles within your team</li> </ul>	<ul style="list-style-type: none"> <li>● Building a cadence for continuous testing</li> <li>● Creating clarity around requirements</li> <li>● Creating processes to identify and flag issues</li> <li>● Identifying potential quality issues ahead of time</li> <li>● Managing code &amp; deliverable reviews</li> <li>● Setting up monitoring &amp; reporting on Jira/ other platforms</li> <li>● Setting and enforcing quality standards</li> </ul>	<ul style="list-style-type: none"> <li>● Assessing talent</li> <li>● Building an internal coaching culture</li> <li>● Building an effective interview process</li> <li>● Creating a communications cadence</li> <li>● Developing technical leaders</li> <li>● Workload management &amp; distribution of ownership</li> </ul>	<ul style="list-style-type: none"> <li>● Build vs buy considerations</li> <li>● Cloud infrastructure - scale vs cost considerations</li> <li>● Planning architecture changes and transitions</li> <li>● Planning scale</li> <li>● Risk management in roadmap planning</li> <li>● Selecting and outlining your tech stack for new Epics</li> </ul>
Seniority level	IC, 1LM	1LM, 2LM	1LM, 2LM	1LM, 2LM



# Engineering

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Skills sets	Driving effective teamwork and increasing throughput
Skills	<ul style="list-style-type: none"><li>● Creating a shared team/ function playbook and standardization</li><li>● Creating continuous delivery processes</li><li>● Definition of done</li><li>● Eliminating avoidable buffers</li><li>● Foreseeing &amp; avoiding scope creep, sidetracks and distractions</li><li>● Sprint planning</li></ul>
Seniority level	1LM, 2LM



# Marketing

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Skills sets	Marketing creativity	Creating a winning message for your audience	Identifying customer unique selling points and delivering on them	Creating a marketing funnel
Skills	<ul style="list-style-type: none"> <li>● Brainstorming techniques</li> <li>● Creativity enhancing processes</li> <li>● Finding inspiration in adjacencies</li> </ul>	<ul style="list-style-type: none"> <li>● Creating your voice</li> <li>● Finding comparable sources/ inspiration</li> <li>● Messaging testing</li> <li>● Outlining a messaging strategy</li> </ul>	<ul style="list-style-type: none"> <li>● Competitive analysis</li> <li>● Customer research</li> <li>● Mapping comparable selling points</li> <li>● Running customer interviews</li> <li>● SWOT analysis</li> <li>● Testing your unique selling points</li> </ul>	<ul style="list-style-type: none"> <li>● Acquisition best practices</li> <li>● Comparing channel and campaign ROI</li> <li>● Making channel decisions</li> <li>● Setting up analytics</li> <li>● Warming up prospects</li> <li>● Working with agencies</li> </ul>
Seniority level	IC, 1LM	IC, 1LM	1LM, 2LM	1LM, 2LM



# Product Management

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Skills sets	Managing timelines and deliverables	Understanding users	Communicating and managing requirements	UX/UI
<b>Skills</b>	<ul style="list-style-type: none"> <li>● Agile - becoming/ being a product owner</li> <li>● Agile - managing scrum backlog</li> <li>● Assessing risk &amp; mitigation planning</li> <li>● Feature &amp; deliverable prioritization</li> <li>● Managing delays &amp; quality issues</li> <li>● Managing sprint timelines</li> <li>● PI/ Epic planning</li> <li>● Release management</li> <li>● Roadmap planning</li> </ul>	<ul style="list-style-type: none"> <li>● Building experiments</li> <li>● Creating &amp; analyzing user journey maps</li> <li>● Creating user segmentation &amp; personas</li> <li>● Conducting &amp; analyzing user interviews</li> <li>● Generating hypothesis &amp; problem statements</li> <li>● Leveraging user queries/ support data to uncover hidden needs</li> <li>● Mapping user journeys &amp; onboarding management</li> <li>● Setting up metrics &amp; measurement</li> </ul>	<ul style="list-style-type: none"> <li>● Competitive &amp; comparative analysis</li> <li>● Creating a consistent product 'language' across functions</li> <li>● Creating structured PRDs</li> <li>● Creating user stories</li> <li>● Mapping jobs to do</li> <li>● Running design sprints</li> <li>● Turning business goals into product goals</li> </ul>	<ul style="list-style-type: none"> <li>● Creating user flows</li> <li>● Design elements</li> <li>● Matching design to users</li> <li>● UX analytics</li> </ul>
<b>Seniority level</b>	IC, 1LM	IC, 1LM	IC, 1LM	IC, 1LM



# Product Management

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Skills sets	Go to market
<b>Skills</b>	<ul style="list-style-type: none"><li>● Customer education</li><li>● Go-to-market execution /execution support</li><li>● Planning pricing &amp; packaging</li><li>● Product messaging &amp; positioning</li><li>● Sales/ marketing enablement</li><li>● Technical documentation</li><li>● Working with design partners</li></ul>
<b>Seniority level</b>	1LM, 2LM





# Sales

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Skills sets	Scalable prospecting and pipeline generation	Account based sales	Deal lifecycle management	High performing sales teams
Skills	<ul style="list-style-type: none"> <li>● Follow up best practices</li> <li>● Hacking' introductions</li> <li>● Identifying USPs and customer pain points</li> <li>● Pipeline management best practices</li> <li>● Prospecting automation</li> <li>● Scaling personalization</li> <li>● Working with introducers</li> </ul>	<ul style="list-style-type: none"> <li>● Account campaign management</li> <li>● Creating account strategies</li> <li>● Customer research</li> <li>● Customized approach</li> <li>● Identifying compelling events</li> <li>● Mapping key accounts</li> </ul>	<ul style="list-style-type: none"> <li>● Challenger sales</li> <li>● Creating high-impact proof of value</li> <li>● Driving customer discussions through questioning</li> <li>● Mapping stakeholders</li> <li>● Negotiating with procurement</li> <li>● Remote sales</li> <li>● Understanding customer pain points</li> <li>● Working with legal teams</li> <li>● Working with multiple buying centers</li> </ul>	<ul style="list-style-type: none"> <li>● Aligning your org to customer needs</li> <li>● Building compensation structures</li> <li>● Building resilience</li> <li>● Creating external motivation</li> <li>● Finding your customer sweet spot</li> <li>● Measurement &amp; analytics</li> <li>● Setting targets &amp; quotas</li> <li>● Training &amp; enablement</li> <li>● Winning with culture</li> </ul>
Seniority level	IC, 1LM	IC, 1LM	IC, 1LM	1LM, 2LM



# Sales

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Skills sets	Sales operations excellence
Skills	<ul style="list-style-type: none"><li>● Creating sales support kits</li><li>● Digital sales toolkits</li><li>● Identifying bottlenecks</li><li>● Setting up advanced analytics and funnels</li></ul>
Seniority level	1LM, 2LM



# HR

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Skills sets	Supporting the business in change management	Design & execute talent strategy	HR data analytics	Business/operations knowledge
Skills	<ul style="list-style-type: none"> <li>Identifying needs directions for change</li> <li>Championing change together with the leadership team</li> <li>Understanding the change-management life cycle</li> <li>Creating risk management and communication plans</li> <li>Guiding others to identify resistance to change</li> <li>Change readiness assessments</li> </ul>	<ul style="list-style-type: none"> <li>Organizational analysis discovery (Surveys, roundtables, internal interviews, HR data etc)</li> <li>Performance management</li> <li>Talent mapping &amp; succession planning</li> <li>Career pathing, leadership &amp; management development</li> <li>Essential coaching skills: coach for management &amp; leadership development</li> <li>Essential Mentoring skills &amp; techniques</li> <li>Building and/or facilitating Team Building &amp; managing group dynamics</li> <li>Facilitating internal training sessions</li> <li>Relationship building with key stakeholders of all levels</li> </ul>	<ul style="list-style-type: none"> <li>Understanding relevant data sources &amp; formats</li> <li>Common data charts &amp; graphs</li> <li>Using data to identify patterns, formulate insights &amp; communicate findings</li> <li>Common KPIs to measure impact of HR processes &amp; programs</li> </ul>	<ul style="list-style-type: none"> <li>Understanding how a business works</li> <li>Understanding business terminology</li> <li>Understanding the organization's value chain</li> <li>Understanding how functional units tie into &amp; support the organization's performance</li> </ul>
Seniority level	IC, 1LM	IC, 1LM	IC, 1LM	IC, 1LM



# HR

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Skills sets	Build your flex work environment	Creating and driving diversity practices	Managing employee life cycle	Best practice recruiting
<b>Skills</b>	<ul style="list-style-type: none"> <li>● Designing &amp; implementing a flex work strategy</li> <li>● Creating workplace policies: return to office, health &amp; safety, PTO etc</li> <li>● Structuring &amp; deploying a Talent Total Rewards strategy</li> <li>● Adapting company culture &amp; HR processes for multigenerational staff</li> <li>● Understanding HR software &amp; the vendor market</li> </ul>	<ul style="list-style-type: none"> <li>● Creating &amp; engaging stakeholders in a diversity strategy</li> <li>● Initiating/leading employee resource groups</li> <li>● Building a diversified internal pipeline for people managers and leadership positions</li> </ul>	<ul style="list-style-type: none"> <li>● Structuring experiences for key milestones</li> <li>● Structuring the employee onboarding journey</li> <li>● Creating feedback &amp; evaluation processes</li> <li>● Workforce planning</li> <li>● Key employee mapping</li> <li>● Managing performance improvement plans &amp; end of employment</li> </ul>	<ul style="list-style-type: none"> <li>● Creating an employee value proposition</li> <li>● Drafting your pitch and script</li> <li>● Core sourcing practices</li> <li>● Mastering behavioral interviews</li> <li>● Writing good interview summaries</li> </ul>
<b>Seniority level</b>	IC, 1LM	IC, 1LM	IC, 1LM	IC, 1LM, 2LM



# Business Development / Strategy

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Skills sets	Creating and running partnership programs	Developing channel partnerships	Target company acquisition	Post-merger integration
<b>Skills</b>	<ul style="list-style-type: none"> <li>● Market mapping</li> <li>● Company profiling</li> <li>● Account mapping</li> <li>● Partnership prioritization</li> <li>● Creating a partnership program</li> <li>● Working with introducers</li> <li>● Partner education and training</li> </ul>	<ul style="list-style-type: none"> <li>● Pitching your products/services to channel partners</li> <li>● Strategic &amp; contractual considerations for channel/ISV/OEM relationships</li> <li>● Negotiating channel contracts</li> <li>● Channel partner onboarding</li> <li>● Training channel sales teams</li> <li>● Pricing, profitability &amp; margin management</li> </ul>	<ul style="list-style-type: none"> <li>● Target identification &amp; long list creation</li> <li>● Creating the strategic business case for acquisitions</li> <li>● Target evaluation</li> <li>● Valuation considerations</li> <li>● Aligning internal stakeholders in an acquisition</li> <li>● Forming a taskforce &amp; execution plan for an acquisition</li> <li>● Acquisition negotiations</li> <li>● Working with strategic advisors (bankers, consultants)</li> <li>● Crisis management</li> <li>● Media relations during an acquisition process</li> </ul>	<ul style="list-style-type: none"> <li>● Creating a 90 day plan</li> <li>● Onboarding new execs</li> <li>● Mapping synergies &amp; growth opportunities</li> <li>● Mapping &amp; mitigating risks</li> <li>● Managing the communication cadence during integration</li> <li>● Identifying &amp; planning key initiatives</li> <li>● Creating &amp; managing a program management office</li> </ul>
<b>Seniority level</b>	IC, 1LM	IC, 1LM	1LM, 2LM	1LM, 2LM



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**Thank You**