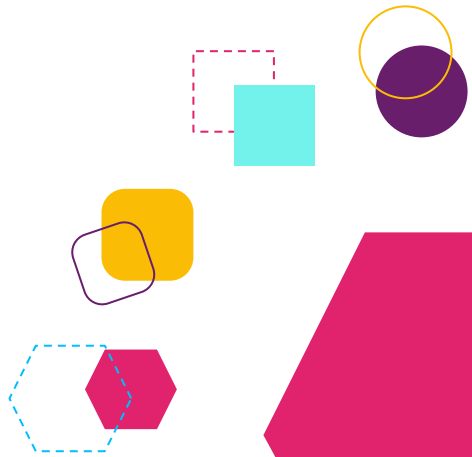




# growthspace



April 2025

## Skills table

Precision skill development



# Matching algorithm based on the deepest dataset in the industry



## Focus areas

Leadership

Sales

Management

Marketing

AI Skills

Career  
Planning

Comms

R&D

Productivity

## Skill sets

Interpersonal  
Comms

Verbal  
Comms

Presentation  
Skills

## Skills

Presentation  
Basics

Effective  
Presentation

Communicat-  
ing with  
Structure

Effective  
documentat-i  
on

Effective  
Chart  
Selection

Storytelling

## Industry

Retail

Pharma

Tech

Healthcare

Logistics

Electronics

## Function

Sales

Operations

R&D

Marketing

HR

CS

## Role

SDR

AE

Senior AE

Sales Ops

Director of  
Sales

VP Sales



# 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.

# Table of contents

## Skills by seniority level

Individual contributors	5
First-level management	16
Middle management	30
Executive/VP	40

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

## Skills by focus area

Business Development /Strategy	46
AI Skills	47
Client Management	48
Customer Success	49
Marketing	50
Sales	51
Engineering	53
Product Management	55
HR	57
Career Planning	59
Communications	60
Leadership	61
Management	63
Productivity	65



# Individual contributors



# Individual contributors

 [Back to table of contents](#)

Focus areas	Business Development /Strategy	Business Development /Strategy
Skill 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>



# Individual contributors

 [Back to table of contents](#)

Focus areas	AI Skills	AI Skills	AI Skills
Skill sets	AI Foundation	Be more productive with AI	Lead transformation with AI
Skills	<ul style="list-style-type: none"><li>● Prompt engineering mastery</li><li>● AI tool selection and integration</li><li>● Team change management</li><li>● AI safety &amp; ethics</li><li>● Data preparation</li><li>● Quality control &amp; validation</li><li>● Process documentation</li></ul>	<ul style="list-style-type: none"><li>● Personal workflow optimization</li><li>● Content creation &amp; enhancement</li><li>● Task automation basics</li><li>● Research &amp; analysis</li><li>● Project management with AI</li><li>● Time management automation</li><li>● Decision support systems</li></ul>	<ul style="list-style-type: none"><li>● Strategic AI implementation</li><li>● Risk management &amp; ethics</li><li>● Team training &amp; development</li><li>● Change leadership</li><li>● Innovation management</li><li>● Digital transformation strategy</li><li>● Performance analytics</li></ul>



# Individual contributors

[Back to table of contents](#)

Focus areas	Management	Management	Management	Client Management
Skill 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>● 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 conflict</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>● Expectation setting</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>● Actively listening to clients</li><li>● Building trust with clients</li><li>● Communicating agenda and timelines</li><li>● Communicating through customer issues</li><li>● Managing meetings effectively</li><li>● Setting expectations</li></ul>



# Individual contributors

 [Back to table of contents](#)

Focus areas	Marketing	Marketing	Customer Success	Customer Success
Skill 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>



# Individual contributors

 [Back to table of contents](#)

Focus areas	Sales	Sales	Sales	Engineering
Skill sets	Scalable prospecting and pipeline generation	Account based sales	Deal lifecycle management	Agile management
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>● Leveraging introducers</li></ul>	<ul style="list-style-type: none"><li>● Account campaign management</li><li>● Creating account strategies</li><li>● Researching your customers</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>



# Individual contributors

 [Back to table of contents](#)

Focus areas	Product Management	Product Management	Product Management	Product Management
Skill 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>



# Individual contributors

[Back to table of contents](#)

Focus areas	HR	HR	HR	HR
Skill 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>



# Individual contributors

[Back to table of contents](#)

Focus areas	HR	HR	HR	HR
Skill 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>



# Individual contributors

 [Back to table of contents](#)

Focus areas	Communications	Career Planning	Leadership	Leadership
Skill 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>● Receiving feedback</li><li>● Working with others (cross-functional)</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>



# Individual contributors

 [Back to table of contents](#)

Focus areas	Productivity	Productivity	Management
Skill 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>



# First-level management



# 1st Level Management

[Back to table of contents](#)

Focus areas	Business Development / Strategy	Business Development / Strategy	Business Development / Strategy	Business Development / Strategy
Skill sets	Creating and running partnership programs	Developing channel partnerships	Target company acquisition	Post-merger integration
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 executives</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>



# 1st Level Management

[Back to table of contents](#)

Focus areas	AI Skills	AI Skills	AI Skills
Skill sets	AI Foundation	Be more productive with AI	Lead transformation with AI
Skills	<ul style="list-style-type: none"><li>● Prompt engineering mastery</li><li>● AI tool selection and integration</li><li>● Team change management</li><li>● AI safety &amp; ethics</li><li>● Data preparation</li><li>● Quality control &amp; validation</li><li>● Process documentation</li></ul>	<ul style="list-style-type: none"><li>● Personal workflow optimization</li><li>● Content creation &amp; enhancement</li><li>● Task automation basics</li><li>● Research &amp; analysis</li><li>● Project management with AI</li><li>● Time management automation</li><li>● Decision support systems</li></ul>	<ul style="list-style-type: none"><li>● Strategic AI implementation</li><li>● Risk management &amp; ethics</li><li>● Team training &amp; development</li><li>● Change leadership</li><li>● Innovation management</li><li>● Digital transformation strategy</li><li>● Performance analytics</li></ul>



# 1st Level Management

[Back to table of contents](#)

Focus areas	Sales	Sales	Sales	Sales
Skill sets	Scalable prospecting & 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>Scaling personalization</li><li>Pipeline management best practices</li><li>Prospecting automation</li><li>Leveraging introducers</li></ul>	<ul style="list-style-type: none"><li>Account campaign management</li><li>Creating account strategies</li><li>Researching your customers</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 organization to customer needs</li><li>Building compensation structures</li><li>Building resilience in sales</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

[Back to table of contents](#)

Focus areas	Sales	Marketing	Marketing	Marketing
Skill 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>• Analyzing competitors</li><li>• Customer research</li><li>• Mapping comparable selling points</li><li>• Running customer interviews</li><li>• SWOT analysis (strengths, weaknesses, opportunities, and threats)</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

[Back to table of contents](#)

Focus areas	Marketing	Product Management	Product Management	Product Management
Skill 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

[Back to table of contents](#)

Focus areas	Product Management	Product Management	Customer Success	Customer Success
Skill 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

[Back to table of contents](#)

Focus areas	Customer Success	Customer Success	Engineering	Engineering
Skill 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

[Back to table of contents](#)

Focus areas	Engineering	Engineering	Engineering
Skill 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

[Back to table of contents](#)

Focus areas	HR	HR	HR	HR
Skill 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>



# 1st Level Management

[Back to table of contents](#)

Focus areas	HR	HR	HR	HR
Skill 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>



# 1st Level Management

[Back to table of contents](#)

Focus areas	Communications	Client Management	Career Planning	Career Planning
Skill sets	Communicating effectively for team leads	Fundamentals of client management	Career planning	Supporting your team's growth
Skills	<ul style="list-style-type: none"><li>● Building rapport</li><li>● Concise communications</li><li>● Confidence in communications</li><li>● Conflict management</li><li>● Creating a communications cadence for your team</li><li>● Creating a feedback culture</li><li>● Motivating team members</li></ul>	<ul style="list-style-type: none"><li>● Actively listening to clients</li><li>● Building trust with clients</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>● Building succession plans</li><li>● Thinking through growth opportunities for your team</li></ul>



# 1st Level Management

[Back to table of contents](#)

Focus areas	Leadership	Leadership	Leadership	Leadership
Skill 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/dynamic 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

[Back to table of contents](#)

Focus areas	Management	Management	Productivity	Productivity
Skill sets	Core management skills	Change management expertise	Effective time management	Problem solving & decision making
Skills	<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>



# Middle management



# Middle Management

 [Back to table of contents](#)

Focus areas	Business Development / Strategy	
Skill 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 executives</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>



# Middle Management

[Back to table of contents](#)

Focus areas	AI Skills	AI Skills	AI Skills
Skill sets	AI Foundation	Be more productive with AI	Lead transformation with AI
Skills	<ul style="list-style-type: none"><li>● Prompt engineering mastery</li><li>● AI tool selection and integration</li><li>● Team change management</li><li>● AI safety &amp; ethics</li><li>● Data preparation</li><li>● Quality control &amp; validation</li><li>● Process documentation</li></ul>	<ul style="list-style-type: none"><li>● Personal workflow optimization</li><li>● Content creation &amp; enhancement</li><li>● Task automation basics</li><li>● Research &amp; analysis</li><li>● Project management with AI</li><li>● Time management automation</li><li>● Decision support systems</li></ul>	<ul style="list-style-type: none"><li>● Strategic AI implementation</li><li>● Risk management &amp; ethics</li><li>● Team training &amp; development</li><li>● Change leadership</li><li>● Innovation management</li><li>● Digital transformation strategy</li><li>● Performance analytics</li></ul>



# Middle Management

 [Back to table of contents](#)

Focus areas	Communications	Communications	Client Management
Skill sets	Communicating effectively for team leads	Communicating in a global environment	Advanced client management skills
Skills	<ul style="list-style-type: none"><li>● Building rapport</li><li>● Concise communications</li><li>● Confidence in communications</li><li>● Conflict management</li><li>● Creating a communications cadence for your team</li><li>● Creating a feedback culture</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>● Cross-cultural non-verbal communication</li><li>● Adapting your messages across geographies</li></ul>	<ul style="list-style-type: none"><li>● Managing conflicts</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

 [Back to table of contents](#)

Focus areas	Product Management	Customer Success	Customer Success	HR
Skill 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

 [Back to table of contents](#)

Focus areas	Sales	Sales	Marketing	Marketing
Skill 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 organization to customer needs</li><li>Building compensation structures</li><li>Building resilience in sales</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>Analyzing competitors</li><li>Customer research</li><li>Mapping comparable selling points</li><li>Running customer interviews</li><li>SWOT analysis (strengths, weaknesses, opportunities, and threats)</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

 [Back to table of contents](#)

Focus areas	Engineering	Engineering	Engineering	Engineering
Skill 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

 [Back to table of contents](#)

Focus areas	Career Planning	Career Planning
Skill 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>Building succession plans</li><li>Thinking through growth opportunities for your team</li></ul>



# Middle Management

 [Back to table of contents](#)

Focus areas	Leadership	Leadership	Leadership
Skill sets	Enhancing your personal level leadership style (for senior execs)	Building your leadership style	Leading change during difficult times
Skills	<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/dynamic 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 Direct &amp; transparent communication</li><li>● Building trusting relationships</li><li>● Motivating others in changing times</li></ul>



# Middle Management

 [Back to table of contents](#)

Focus areas	Productivity	Management	Management
Skill 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>● Strategic mindset</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>

The background is a solid teal color. It features several abstract geometric shapes: a large teal arc on the left, a teal circle in the upper left, a teal square in the upper left, a teal rounded square in the upper center, a teal hexagon in the upper center, and a large teal arc on the right. A dashed line starts from the right side of the central white box, extends horizontally to the right, then curves upwards and to the right, ending at a small teal hexagon.

Executive/VP



# Executive/VP

[Back to table of contents](#)

Focus areas	Leadership	Leadership	Leadership
Skill sets	Enhancing your personal level leadership style for senior executives	Leading organizations for senior executives	Leading change during difficult times
Skills	<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>● Challenging the process/ paradigm</li><li>● Clear and transparent messaging</li><li>● Creating the culture you want</li><li>● Creating a shared vision</li><li>● Creating high performing organizations</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>



# Executive/VP

[Back to table of contents](#)

Focus areas	Management	Management	Management
Skill sets	Management Mastery – strategic mindset	Management mastery – senior management practices	Change management expertise
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 (strengths, weaknesses, opportunities, and threats)</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

[Back to table of contents](#)

Focus areas	Client Management	Client Management	Communications	Communications
Skill 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 executive 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>● Communicating with executive presence</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>● Cross-cultural non-verbal communication</li><li>● Adapting your messages across geographies</li></ul>



 [Back to table of contents](#)

Focus areas

Productivity

Skill sets

Effective time management

Skills

- Blocking distractions
- Creating a schedule
- Estimating tasks and deliverables
- Focusing on things that deliver value
- How to say no - prioritization and focus
- Leveraging automation and outsourcing
- Planning your day
- Work-life balance best practices



# Sort by Focus Area

## Seniority Key:

Individual contributor = IC

1st level management = 1LM

Middle management = 2LM

Executive/VP= 3LM



# Business Development / Strategy

[Back to table of contents](#)

Skill 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 executives</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



# AI Skills

[Back to table of contents](#)

Skill sets	AI Foundation	Be more productive with AI	Lead transformation with AI
Skills	<ul style="list-style-type: none"><li>● Prompt engineering mastery</li><li>● AI tool selection and integration</li><li>● Team change management</li><li>● AI safety &amp; ethics</li><li>● Data preparation</li><li>● Quality control &amp; validation</li><li>● Process documentation</li></ul>	<ul style="list-style-type: none"><li>● Personal workflow optimization</li><li>● Content creation &amp; enhancement</li><li>● Task automation basics</li><li>● Research &amp; analysis</li><li>● Project management with AI</li><li>● Time management automation</li><li>● Decision support systems</li></ul>	<ul style="list-style-type: none"><li>● Strategic AI implementation</li><li>● Risk management &amp; ethics</li><li>● Team training &amp; development</li><li>● Change leadership</li><li>● Innovation management</li><li>● Digital transformation strategy</li><li>● Performance analytics</li></ul>
Seniority level	IC, 1LM, 2LM	IC, 1LM, 2LM	IC, 1LM, 2LM



# Client Management

[Back to table of contents](#)

Skill sets	Fundamentals of client management	Advanced client management skills	Building account excellence	Scaling customer facing teams
Skills	<ul style="list-style-type: none"><li>● Actively listening to clients</li><li>● Building trust with clients</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>● Managing conflicts</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



# Customer Success

[Back to table of contents](#)

Skill 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



# Marketing

[Back to table of contents](#)

Skill 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>● Analyzing competitors</li><li>● Customer research</li><li>● Mapping comparable selling points</li><li>● Running customer interviews</li><li>● SWOT analysis (strengths, weaknesses, opportunities, and threats)</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



# Sales

[Back to table of contents](#)

Skill 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>● Leveraging introducers</li></ul>	<ul style="list-style-type: none"><li>● Account campaign management</li><li>● Creating account strategies</li><li>● Researching your customers</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 organization to customer needs</li><li>● Building compensation structures</li><li>● Building resilience in sales</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



 [Back to table of contents](#)

Skill 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



# Engineering

[Back to table of contents](#)

Skill 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



 [Back to table of contents](#)

Skill 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



# Product Management

[Back to table of contents](#)



Skill 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>
Seniority level	IC, 1LM	IC, 1LM	IC, 1LM	IC, 1LM



# Product Management

 [Back to table of contents](#)

Skill sets	Go to market
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>
Seniority level	1LM, 2LM



[Back to table of contents](#)

Skill 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



[Back to table of contents](#)

Skill 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>
Seniority level	IC, 1LM	IC, 1LM	IC, 1LM	IC, 1LM, 2LM



# Career Planning

 [Back to table of contents](#)

Skill 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>● Building succession plans</li><li>● Thinking through growth opportunities for your team</li></ul>
Seniority level	IC, 1LM, 2LM, 3LM	1LM, 2LM, 3LM



# Communications

[Back to table of contents](#)

Skill 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>● Receiving feedback</li><li>● Working with others (cross-functional)</li><li>● Writing effective emails</li></ul>	<ul style="list-style-type: none"><li>● Building rapport</li><li>● Concise communications</li><li>● Confidence in communications</li><li>● Conflict management</li><li>● Creating a communications cadence for your team</li><li>● Creating a feedback culture</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>● Communicating with executive presence</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>● Cross-cultural non-verbal communication</li><li>● Adapting your messages across geographies</li></ul>
Seniority level	IC	1LM, 2LM	3LM	2LM, 3LM



# Leadership

[Back to table of contents](#)

Skill 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/dynamic 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 and about others/ leadership with compassion</li><li>● Holding yourself accountable</li><li>● Inspirational communications</li></ul>	<ul style="list-style-type: none"><li>● Clear and transparent messaging</li><li>● Challenging the process/ 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

[Back to table of contents](#)

Skill 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 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>	<ul style="list-style-type: none"><li>● Planning for different situations</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

[Back to table of contents](#)

Skill sets	Matrix management / Managing without authority	Emerging manager skills	Core management skills	Change management expertise
Skills	<ul style="list-style-type: none"><li>● Authenticity</li><li>● Building your communication cadence</li><li>● Effective teamwork</li><li>● Enabling your team to deliver results</li><li>● Inspiring and motivating</li><li>● Managing conflict</li><li>● Managing tasks and priorities</li><li>● Motivating without authority</li><li>● Project management</li></ul>	<ul style="list-style-type: none"><li>● Effective prioritization</li><li>● Managing projects</li><li>● Managing your manager</li><li>● Expectation setting</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>
Seniority level	IC	IC	IC, 1LM	IC, 1LM, 2LM, 3LM



# Management

[Back to table of contents](#)

Skill 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>● Strategic mindset</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 (strengths, weaknesses, opportunities, and threats)</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

[Back to table of contents](#)

Skill 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



**growthspace**

**Thank You**

