

THE WORK-IN-PROGRESS

Design Team People Manager's Playbook

VERSION 0.6 // QUITE POSSIBLY THE MOST IMPORTANT PLAYBOOK EVER



Here are the Design team's expectations, tools, and templates for having regular conversations around performance.

That way, everyone knows where they stand today AND what they need to do to continue growing and being wildly successful.

Our Manifesto

Dear Team,

When I think about a Design team who's changing banking for good, I imagine a massively fun group of people who are:

Humble – We're empathetic, communicative, open-minded, and inclusive because we know brilliant ideas can come from anyone.

Compelled – We're absolutely convinced there's a better way; we revel in using our creativity to design better experiences that make a real difference for real people, right now.

Daring – We obsess on uncovering the best answer, and when we find it, we're brave enough to just go for it. We love to leapfrog "incrementality."

And if you're into acronyms, this one's HCD – human-centered design at its best. And this is our team.

Leapfrog on,
Scott

SECTION ONE

Stuff for both Managers and Directs on Performance, Growth and Career

Expectations

Starting on Day 1, Managers and Directs should expect these four things from each other:

1

Bi-weekly 1:1's that last 30 mins AT LEAST.

Start with the Manager asking: "What don't I know?"
End with: "What can I help you with?"

2

Continual feedback.

Start with: "Can I give you some feedback?"
If the answer is yes, use this format: "When you [do this thing], it [has this outcome that's not as awesome as it could be]. What could you differently next time in order to [achieve this better outcome]?"

Anyone can provide feedback - both constructive as well as positive - to anyone in real-time and/or privately; it's always encouraged in 1:1's and bi-monthly goals reviews.

3

Annual goal planning to know which Career Path you're on, and what you're trying to achieve.

We'll cover Goal Planning and Career Path on [pages 7-15](#).

4

Bi-monthly goals review.

Expect these conversations to be healthy, productive, helpful, and aligned to your chosen Career Path.
Start with the Manager asking: "Are your Big 3 goals still accurate and how well do you think you are reaching them?"

Feedback

Giving and receiving feedback is a key element of our culture. Feedback should be open, direct and frequent. Feedback should be given both where there are opportunities to improve, as well as to recognize someone doing something very well.

Direct reports are empowered to provide feedback to their managers, both directly and anonymously.

In addition to the yearly survey about managers, we are working to establish new means and practices for managers to receive feedback.

Goal Planning

To be successful, we need to not only articulate what success looks like to our teams and ourselves, but to know how the work we're doing – and the goals we have – fit within the Capital One ecosystem.

TEAM

Managers should use a template called a Cascading Goals sheet to capture their team's goals in the context of the higher level goals of the organization.

- Managers should complete this annually, at least (often at the start of the year), then share with the team in open discussion.
- Managers should revisit this sheet with their team on a quarterly basis to reorient and refresh direction if applicable.
- Directs should add their individual goals to this sheet, and revisit these on the same quarterly cadence.



[Cascading Goals Template](#)



[Cascading Goals Example](#)

INDIVIDUAL

An individual goal-planning template everyone should use to capture their goals and desired Career Path is called the “Big 3.” This template articulates the 3 goals you want to achieve by qualitative and quantitative measures (i.e., they shouldn't be task-level, to-do items).

- Everyone should complete the Big 3 template that corresponds with his or her desired Career Path.
- Managers should discuss their Directs' Big 3 on a bi-monthly basis.



[Big 3 Goals Template](#)



[Big 3 Goals Examples](#)

Career Paths

Where you want to go (Career Path) and if/how well you're getting there (Performance Management) are two different things.

You can start on a specific Career Path and switch later (and probably will) once you head in that direction and see whether or not it's all it's cracked up to be given your unique strengths, aspirations, and progress.

Within Design, we currently recognize four Career Paths:

- **Craftsperson**
 - **Team Lead**
 - **Advisor**
 - **Executive**
-

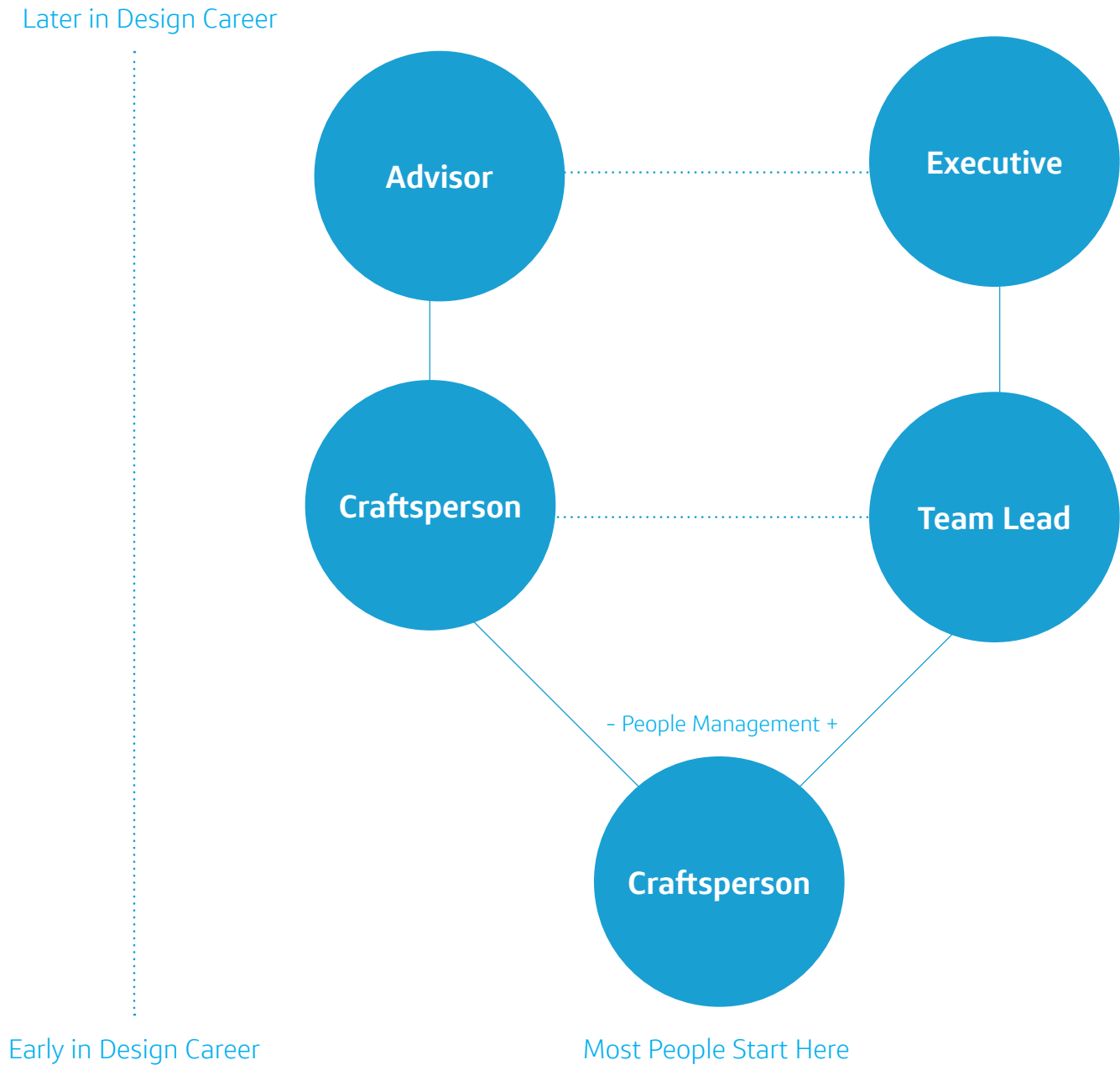
Each Career Path includes a description of traits that correlate with success, and some things to watch out for. To help people better identify with a career path that works for them, we're piloting a Career Path Assessment with the help of [Traitify](#).*

Each Designer takes the Career Path assessment annually (at least); the result of that assessment will suggest a Career Path like the sorting hat recommended Harry join Gryffindor. (You can decide to join Slytherin if you want, though.) The results will suggest which of the four paths you fit into the MOST, and by how much, based on where you want to go (not where you are today).

Each Career Path has expectations for ongoing development, and differentiators for recognizing and rewarding performance.

* Traitify builds custom, interactive assessments to help people understand personality traits and make meaning of their results.

Career Paths // Visualized



Career Paths // Descriptions

CRAFTSPERSON

A craftsperson is typically characterized by: high independent production work, minimal project management responsibilities, priority focus on developing depth of expertise in particular hard and soft skills, interested in creative direction and leading creative project work, not interested in managing people.

TEAM LEAD

A team lead is typically characterized by: low independent production work, high collaboration and communication responsibilities (particularly with partner teams), priority focus on fostering an inclusive and positive culture, primary focus on cultivating direct reports' professional development and success.

ADVISOR

An advisor is typically characterized by: High focus on strategic communications and prioritization within and across teams, and externally within the community; deep knowledge in specific practice areas within Design; comfort teaching, coaching, and speaking publicly about that expertise; may or may not have people management responsibilities; may or may not have independent production work.

EXECUTIVE

The executive path is typically characterized by: High focus on strategic communications and prioritization within and across teams and organizational units; deep knowledge of business and special practice areas within Design; has people management responsibilities; has organizational management responsibilities; works at the intersection of industry economics and internal organizational dynamics; no independent production work.

Career Kit // Craftsperson

You practice and refine your craft every day. You love to make things, learn things, and find/tinker with new, creative ways of solving problems. You hold yourself and others to a high standard of quality, and you work to communicate the “why” behind your design decisions.

STRENGTHS TO LEAN INTO

Commitment to Quality

You seem to hear what someone needs and can sketch or prototype a possible solution quickly yet meaningfully. You use those early brainstorming as a means to communicate a bigger design vision. Your peers and stakeholders know you bring an exceptional level of quality to your work, no matter the fidelity, and they trust your judgment on the details.

Deep, Thoughtful Creativity

You love nothing more than to put on your headphones and get lost in a creative challenge. When you have to sit in meetings of talking, your mind wanders to places where you can solve problems in ways the meeting attendees’ couldn’t imagine.

Curiosity

You tend to be the first person on your team to discover a new tool that gets the job done better or more elegantly than before. You’re constantly seeing what else is out there, both as a means of inspiration and ideation and also to stay on top of what you do best. This kind of nerdy research isn’t work to you; it’s part of your daily behavior.

THE FLIPSIDE OF THOSE STRENGTHS CAN HOLD CRAFTSPEOPLE BACK

Dogma/lack of compromise

Without solid judgment and compromise, Craftspeople can become argumentative and push back in ways that don’t fully balance the demands of our business with the possibilities of design. They can reserve their commitment to quality for those who “get it,” rather than working to bring people to their point of view more carefully; or expanding their own point of view to consider the constraints around them.

Exhaustion/burnout

Given the highly independent nature of their work, craftspeople can burn out UNLESS they have (a) fully transparent communications about priorities with their managers, and (b) balance their work with whatever additional hobbies or collaborative endeavors recharge them.

Procrastination

With so many ways of tackling a problem, and by continually looking for better ways of bringing a vision to life, they can often spin their wheels or aim for perfection. Communication is key here; making their manager aware, showing work, giving a heads-up if needing some direction--these are the kinds of judgment calls Craftspeople need to be extra vigilant about making.

Resources // Craftsperson

Here are some resources that can help you along the way:

CONFERENCES & WORKSHOPS

- [SmashingConf](#)
- [UX Week](#)
- [UX Intensive](#)
- [FITC](#)
- [An Event Apart](#)
- [IA Summit](#)
- [A Day Apart](#)
- [UX Week Workshops](#)
- [UIE Conferences](#)
- [Content Strategy Intensive](#)

BOOKS & PUBLICATIONS

- [Entire O'Reilly Series](#)
- [Entire A Book Apart Series](#)
- [Smashing Magazine](#)
- [A List Apart](#)
- [InVision Blog](#)
- [UX Matters](#)

UI/UX PODCASTS

- [UX Intern](#)
- [UX Podcast](#)
- [Motion and Meaning](#)
- [The Big Web Show](#)
- [UIE Brain Sparks](#)
- [The Web Ahead](#)
- [Let Make Mistakes](#)
- [99% Invisible](#)
- [Radio Johnny](#)

DESIGN EXAMPLES

- [Capital One Wake Feed](#)
- [Capital One Dribbble Feed](#)
- [iOS UP](#)
- [MaterialUP](#)
- [SiteUP](#)
- [Lightning Video Tutorials](#)
- [1- Minute Videos: What's the Conference/Book About](#)

And, we'll actively collect and curate resources to be added here and refresh this list at least twice a year.

Career Kit // Team Lead

You're energized by enabling and motivating your team and those around you, focusing on creating the conditions for people to do high impact work. You thrive by helping people grow and develop, and driving results that come from a high-functioning team.

STRENGTHS TO LEAN INTO

Nurturing & Supportive

You understand and truly care about the individuals on the team and create opportunities for them to grow as designers and beyond. You find the best available matches with the individuals talents and passions of the team.

Inclusive Persuasion

You're able to advocate for outcomes that work for the organization, the team and our customers in a way that makes them happy to be part of the end result. You're able to see things from a variety of perspectives and to help the team empathize with multiple perspectives as well.

Results-Oriented Drive

You motivate the team to deliver results, and help to set focus on the areas that matter most. You anticipate problems that might interfere with delivering impact, and work to address those for the team before they become real showstoppers.

THE FLIPSIDE OF THOSE STRENGTHS CAN HOLD TEAM LEADS BACK

Weak Feedback

In trying to support and nurture you team, there might be times you you provide feedback in a way that is less direct or critical than it needs to be. Make sure to help people grow through clear, direct and actionable feedback, even when that feedback is tough.

Incrementalism

Your ability to balance perspectives and constraints means there's a risk in losing your sense of critical judgment when it comes to delivering things our end customers that are truly valuable in the moments that really matter to them.

Saying Yes to Everything

With your passion to get things done, you'll need to critically evaluate and prioritize requests coming in, both for new projects and for work within existing areas of focus. You may need to cultivate your ability to say no in a way that helps those asking understand the value of your focus and priorities.

Resources // Team Lead

Here are some resources that can help you along the way:

CONFERENCES

- [Managing Experience \(MX\)](#)
- [Service Experience \(SX\)](#)
- [DMI events](#)
- [Prototypes, Process & Play](#)
- [Fast Company Innovation](#)
- [SXSW Interactive](#)

PUBLICATIONS & BOOKS

- [Creativity, Inc.](#)
- [Essentialism](#)
- [Design is a Job](#)
- [McKinsey Article Repository](#)
- [UX Matters](#)
- [HBR Articles on Team and Organizational Leadership](#)
- [99U](#)
- [DMI](#)

PEOPLE

- [John Maeda](#)
- [Aaron Walter](#)
- [Julie Zhou](#)
- [Leah Bulley](#)
- [Peter Merholz](#)
- [Brandon Schauer](#)

PODCASTS

- [UX and Growth](#)
- [The Accidental Creative](#)
- [The Big Web Show](#)

And, we'll actively collect and curate resources to be added here and refresh this list at least twice a year.

Career Kit // Advisor

You love solving complex problems. You have a knack for finding clarity in ambiguity, and people seek you out for that. You can plan and oversee multiple initiatives without breaking a sweat, and you're driven to create real value for our business and customers.

STRENGTHS TO LEAN INTO

10x

You have an unparalleled mastery of craft and breadth of experience to take on the organization's gnarly problems. Your influence is tenfold, the work you oversee or focus on has broad implications to the organization, whether in scale, complexity or future revenue generation.

Practice Leadership

You are a resource for the community of practice within your discipline. You teach and mentor those around you, and develop curriculum for the broader team. You push the bounds of the practice and introduce skills and methods we'll need to acquire to be successful in the future

Curation

You provide a critical lens to industry trends; gathering information, people and insights from analogous disciplines to strengthen our work and influence the organization's perspective.

THE FLIPSIDE OF THOSE STRENGTHS CAN HOLD ADVISORS BACK

Micromanagement

At this level it can be hard to empathize with those in earlier stages of their craft. It can be challenging not to simply "take over" and do other's work. Ensuring you are engaging at the appropriate level, can be difficult.

Taking the Spotlight

Similarly, the teams will want you to present always. You're ability to articulate the challenge, that motivates people to invest in solving it, is unparalleled. However, as a mentor and teacher, you must push people to develop soft skills in order to influence along with the mastery of the craft.

Being Spread Too Thin

Being spread too thin - like any Executive level role, you will always be pulled in many directions. Having clarity of your goals and directing your attention to efforts that you are uniquely suited, will always be a challenge.

Career Kit // Executive

While it might correlate to more senior titles, an Executive is someone who creates and leads others to bigger visions and strategies connected to the business and the people we serve.

STRENGTHS TO LEAN INTO

Vision Worth Achieving

You understand the greater context of the business, technology, and human need to form bold but realistic strategies for what to achieve and what tradeoffs to make to get to that future. The visions are not yours alone, but a clear sense of the future shared amongst your team and beyond.

Collaborative leadership

You influence others with your ideas, soft-skills, and inclusive style of charisma. You build plans, partnerships, processes, and other leaders that create consistently great outcomes without your constant presence.

Business savvy

You can speak design to business and business to design. Budgets, metrics, and change management are comfortable territory for you. You understand the business drivers and operational constraints, able to turn a “suitcase of cash” into a asset of much greater value.

THE FLIPSIDE OF THOSE STRENGTHS CAN HOLD EXECUTIVES BACK

Inflexibility

Executives can become locked into a certain outcome and an approach to it, losing the ability to adapt to new or better tactics and changes based on new information and events.

Bossiness

There's can be a fine line between a strong and cleared shared vision and an overbearing system of micro-management.

Loss of Customer Empathy

A strong focus on business outcomes and time away from the customer's context can lead to a loss of the deep customer empathy that should be the hallmark of a design leader.

SECTION TWO

Stuff Mostly Meant for Managers on Performance, Growth and Career

How We Discuss Growth

We have a few ways of talking about our strengths, weakness and progress:

Talent Management

“What’s your potential?” Forward-looking, managerial assessment of associates’ potential and trend in performance. No calibration discussions.

Performance Management

“What have you done?” Retrospective, managerial evaluation of results and competencies, informed by multiple sources of feedback.

Career Development

“Where do you want to go? Who do you want to be?” Associate-led and manager supported with training and opportunities, taking associate strengths, weaknesses and personal motivations into account.

Talent Management

In March and September, Managers are asked to assess the future potential of their Directs based on Career Path. Since it's about future potential, we don't formally nominate people for promotion during this process. Instead we project how someone's current performance will influence future performance, using a tool called the 9-box assessment.

We enter those assessments into WorkDay, and discuss them during 1:1's with our Directs. That way everyone knows where they stand, and how to make adjustments if they need to. At the core, Talent Management aims to create high-quality plans and more formal occasion for development conversations, in supporting associates to develop and grow.

You'll get reminders about Talent Management deadlines, but ultimately each manager is responsible for their own Directs. We don't meet formally across Team Orgs to compare Talent Management assessments, but HR and Team Org leads will be able to access the aggregate 9-box distributions of folks within their Team Orgs.



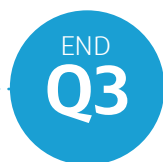
9-Box Assessment Help



WorkDay Mechanics Help



Talent
Management



Talent
Management



Performance Management

In June and December, Managers get together and discuss past performance of their Directs based on Career Path. We define characteristics of standout performances during these sessions (called Differentiators) and also nominate people for promotions.

These discussions start within a Team Org (Team Org Calibrations), for Managers to be able to discuss performance in a setting where they have the most context on team members and organization goals. Next, Managers participate in similar conversations across Team Orgs (called Cross-Calibrations), to understand how other Team Orgs are thinking about Differentiators.

After that group calibration session (which is based on HR level and Career Path), you'll then enter your rating into WorkDay. Once everything is finalized and HR gives us the green light, then you can talk with your Direct about their performance rating. The same template you used for the group calibration should also guide your 1:1 conversation with your Direct.

Capital One HR provides guidance for the distribution of associates' ratings. Team Org leads (typically, VPs) are ultimately responsible for a final outcome of ratings or distribution that assesses their team according to the provided guidelines. Your active participation in the Team Org calibrations and the Cross-Team calibrations helps to arrive at this outcome, providing context within Team Orgs, and a reflection of the standards we share across teams.



Calibration Discussion Guides



Distribution Worksheet



Performance
Management



Performance
Management

Calibration Discussions

Since only 15-18% of the team can be promoted annually, the bar for performance is incredibly high.

Within your Team Org, be prepared to speak on behalf on your associates by reviewing the feedback they've gathered or that you have solicited on their behalf. The scale and impact of the results they've achieved, the manner in which they gotten to those results, and progress toward their goals should all be considered and evaluated. Within your Team Org calibrations, be prepared to provide a succinct and synthesized overview of these elements, so that you can discuss and arrive at an appropriate assessment for your associates, within your Team Org. ([More Explanation, Here](#))

Here's a template for discussing your Direct's performance within the Cross-Team Calibrations. You should plan to complete it before the Cross-Team calibration session shows up on your calendar; that's where you'll speak with other Managers about your Direct's performance.

I'd like to share about [Associate Name].

From our team's pre-calibration (or from my assessment and review of feedback), we've placed [Associate Name] in the [Top/Middle/Bottom] of our distribution. [Associate Name] illustrates the following differentiators that contribute to that conclusion.

One differentiator is [Description of Differentiator], and here is how [Associate Name] exemplifies [this particular behavior or competency]. When [Associate] demonstrates [example of behavior or competency], we saw these [outcomes or results].

(If appropriate, [Associate Name] also demonstrates the [Differentiators Discussed Previously])
[Repeat for differentiators that haven't been covered by other supervisors]

After that Cross-Team calibration session (which is based on HR level and Career Path), you'll then enter your rating into WorkDay. Once everything is finalized and HR gives us the green light, then you can talk with your Direct about their performance rating. Sharing differentiators from the Team Org and Cross-team calibrations should also guide your 1:1 conversation with your Direct.

Performance Management Notes

In addition to understanding the big picture of performance management, here are some key things to keep in mind and to communicate to your team members:

- Manager articulates that only 10% of our team is promoted during any one Performance Management cycle.
- Manager articulates that everyone “started at the bottom now we’re here,” rather than starting at the top. Because when you’re new, you’re not at the top. That’s just the way it is until you become a master, then get promoted, and find yourself “starting at the bottom” again. (Said Drake.)
- Manager articulates that most people are doing just great, and trending upward slightly, and that’s success.
- Manager articulates that most people won’t get promoted this year. Because of the previous point.
- After Calibration, we all sit and wait, twiddling our fingers for about a month, waiting to find out if our Design team can sit tight with all the ratings we provided, or if we have to tighten the belt and look more closely at how we’re differentiating “doing great” from “you are going to be president tomorrow.”



10-12%

Associates Promoted
in Any Given Cycle



15-18%

Total Promotions
Allowed Across Entire
Design Organization



Cumulative
Total

Mid-Year + Year-End
Count Toward Total
Promotion Limit

Activity Calendar

January

Last Year Wrap Up +
Team Org
Goal Setting

February

Individual
Goal Setting

March

Talent
Management

April

Talent Management
Due in WorkDay

May

Prep for Mid-Year
Performance
Management

June

Mid-Year
Performance
Management

July

Approved Mid-Year
Promotions
Announced

August

September

Talent
Management

October

Prep for Year
End Performance
Management

November

Year End
Performance
Management
Calibrations

December

Year End
Performance
Management Due

You might notice that we're recommending some serious hours are put into managing people...that is correct!

We depend on you to help shape careers, think through what people need to be successful and give quality feedback.

So, What's All This Mean

What's Changing

To clarify ways in which people can grow in their careers, we've recognized specific career paths, assessments, curated resources, and recommended traits to lean into. It's all intended to promote meaningful conversations about your career development and growth.

To simplify the performance management process, we'll make sure that we use one identical process for the mid-year and year-end performance cycles, and record the outputs in WorkDay each time. We'll make talent management simpler by allowing managers to accomplish it on their own.

What's Not Changing

For 2016, our process of talent management and performance management are not changing from recent years. We'll calibrate where managers have the most context – within team orgs – then have discussions across team orgs to see what's shared and what's different. Our rating system and associated distribution requirements won't change in 2016.

We'll keep listening to whether the things we're doing are making a meaningful improvement for our associates, and working on ways to get better.

Next Steps

- Share differentiators by level to help people understand baseline expectations and what it takes to stand out (with next published version of this document)
- Assess skills and needs within the team and unify our approach
- Evaluate how we can evolve the performance management system, including ratings, language, and corresponding bonus and compensation impacts
- Explore manager training efforts and feedback mechanisms
- Get feedback on career paths and think about whether it makes sense to formally incorporate into performance management

What do we need you to do?

1. Dig into the playbook for review
2. Take the Assessments (Career Path & Skills Confidence)
3. Provide Feedback
 - On Assesments - to Kit Olynyk
 - On Playbook - to Ryan Page

Appendix

DON'T EXPECT AN EMERGENCY REMOVAL TO BE NECESSARY

ChangeLog

Describes current version and plans for additional content and revisions.

| Version Number | Description / Notes | Plans for Next Steps |
|----------------|--|--|
| 0.1 | First Draft - Review with PM Working Group | + ChangeLog + Sample Template Materials (In Progress) + Content on Feedback Incorporate Discussion Feedback |
| 0.2 | For Review with PM Group on 5/31 | Incorporate Discussion Feedback |
| 0.3 | (Excerpts) For Discussion with team @ WUT | + (Selected) Diversity & Inclusion Materials + Information about Traitify Incorporate Discussion Feedback |
| 0.4 | Revisions from WUT Inclusion of Roadmap | Review Roadmap Removal / Explanation of Advisor/Executive career paths |
| 0.5 | Working Group Improvements | Copy Edits and Revisions + Calendar View of Activity + Modes of Critique + Calibration Discussion Template |
| 0.6 | Working Group Improvements | + Career Kit Materials |

Cascading Goals

Our team and individual goals cascade down from Capital One's mission and through our broad organizations.

Each team leader breaks down their assignment into different goals for their team. Every person can see how their goals connect back to the greater team goals and mission.

Capital One Mission

Change Banking for Good

Design

Design For Impact: Design at Capital One creates the experiences that create value for people and the business.

In 2016, we will design for people to use their money wisely so they can live better.

LOB: e.g. Card

Profoundly improve lives through effortless experiences
Accelerate our technology transformation
Create an environment where the best talent comes together to do the best work of their lives

Team e.g. Card Partnerships

We imagine and make products and services that help people and brands fall in love for a lifetime.

You

Example #1: Big 3 Goals

Capital One Mission

Change Banking for Good

Design

Design For Impact: Design at Capital One creates the experiences that create value for people and the business.

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LOB: Card

Profoundly improve lives through effortless experiences
Accelerate our technology transformation
Create an environment where the best talent comes together to do the best work of their lives

Card Partnerships Team

We imagine and make products and services that help people and brands fall in love for a lifetime.

BIG 3

Increase trust and influence with our business partners by connecting human and economic impact

- Work CP design team to develop better understanding of credit and credit risk, through available and custom-developed training
- Work with other design leaders to consider how onboarding can better incorporate business understanding into early designer learning
- Develop and offer coursework that brings business stakeholders to a better understanding of the economic value of human centered design
- Integrate C1 UX Measurement framework into our process and ensure that all projects have a clear understanding and tracking of their agreed-upon metrics

Lead partnerships to explore and deliver three (3) meaningful experience capabilities to position C1 as a leader and innovator within the partnerships market

- Work with business partners to envision and select 3 opportunities to pursue with a robust research agenda
- Create dynamic stories and proofs of concepts related to these exploratory areas
- Drive to cement new capabilities as part of our products' roadmaps by persuasion of vertical partner leads
- Plan to deliver these capabilities by Q42016

Provide leadership and impact at scale with efforts of impact beyond card partnerships, both inside and outside of C1

- Lead efforts on Performance Management to run the process effectively
- Work to evolve the overall practice and system to improve it for the needs of the design team
- Find and seize opportunities to connect partnerships work done by design team to larger card design, enterprise and other design teams
- Envision and hire individuals and roles to allow for team growth and development; delegate appropriately and attend to matters of high impact
- Create more opportunities to share the best practices from partnerships
- Amplify community outreach efforts, both volunteer and target talent community participation

Example #2: Big 3 Goals

Capital One Mission

Change Banking for Good

Design

Design For Impact: Design at Capital One creates the experiences that create value for people and the business.

In 2016, we will design for people to use their money wisely so they can live better.

Content Strategy Team

Champion clarity and humanity in every conversation we design.

BIG 3

Hire and cultivate the greatest team of people on Earth - People who:

- Deliver exceptional quality in designing content for end-to-end experiences
- Embed fully and co-create content with the teams/initiatives they're designing with/for
- Drive understanding across teams, and between Capital One and the customer
- Embrace and practice our values: Honesty, Kindness, Results

Drive an Enterprise Content Strategy that impacts our customers AND our business

- Deliver upon the Dynamic Conversation Platform, powered by People Models, which will enable us to create experiences that adapt to the EMOTIONAL MINDSET of EACH CUSTOMER per USE CASE (lasting systemic value in retention + reducing call volume)
- Lead design of conversational UI's with/for the Enterprise, which can inform any product messaging
- Foster comms between people across the company who make content so we can bridge the gaps between marketing and servicing content; both of which--to Google/search--can unlock new bookings AND cut down on call volume IF we, as a company, plan editorial/content together in an ongoing, strategic way/as a lasting product RATHER THAN AS FLEETING CAMPAIGNS

Speak, share, and spread the good word of Design + Content

- Internally, by facilitating/participating co-creation sessions with teams, and visioning sessions with sr-level stakeholders who are aligning efforts
- Externally, by getting up on stages to promote the work we're doing and invite/be challenged by new perspectives outside our walls

Feedback

For

Date _____

Top three points from your manager and colleagues...

Overall things are...

Awesome!

A-OK

Need some work

Turbulent

Serious

Feedback

For

Date _____

What to work on...

How do you feel?



Am I helping you grow?

Yes  No

Goals were...

For our team

For

As of

And specifically for your development...

Due by...

- ☐ Done!
- ☐ On-track
- ☐ Off-track
- ☐ Change it!
- ☐ Done!
- ☐ On-track
- ☐ Off-track
- ☐ Change it!
- ☐ Done!
- ☐ On-track
- ☐ Off-track
- ☐ Change it!

Goals now are

For our team

For

As of

Due by...

Due by...

And specifically for your development...

Due by...

Annual Activity Plan (Jan-June)

JAN

- Begin the year with an offsite to ground team in the priorities of the business and building understanding of how design can align to that
- Based on offsite, identify & articulate three core team values and align 360 feedback requests to those values (e.g. collaboration)

FEB

- Formulate and articulate a Leadership Philosophy and Team Mission that everyone can discuss together and agree upon
- Ask where people want their careers to go and where they're headed; this has a big positive effect on engagement with the projects people are working on
- Align projects to the passions and strengths that people have

MAR

- Prepare for Talent Management in April by thinking about potential, recent performance trend and development plans for your team members.

APR

- Enter 9-box assessments into WorkDay by end of April, along with consideration for promotion.
- Conduct Talent Management conversations with team members. VPs should consider reviewing 9-box distributions with leaders within their organization.

MAY

- Early May: Prepare for Performance Management by working with team to request feedback through WorkDay.
- Prepare for mid-year pre-calibration conversations within VP-towers by discussing differentiators as exemplified by specific associates.

JUN

- Participate in cross-calibrations with a focus on discussing and understanding differentiators across VP-towers
- PM lead will record final distribution list and candidates for promotion.

Annual Activity Plan (Jul-Dec +)

JUL

- Wait for final, approved mid-year promotions to be communicated before discussing promotions with associates.
- Conduct discussions with associates on outcomes of mid-year performance management calibrations.

SEP

- Prepare for Talent Management in October by thinking about potential, recent performance trend and development plans for your team members.

OCT

- Enter 9-box assessments into WorkDay by end of October, along with consideration for promotion.
- Conduct Talent Management conversations with team members. VPs should consider reviewing 9-box distributions with leaders within their organization.
- Mid-Late October: Prepare for Performance Management by working with team to request feedback through WorkDay.

NOV

- Early-Mid November: Year-end Team Org calibration conversations by discussing differentiators as exemplified by specific associates.

DEC

- Early December: Participate in cross-calibrations with a focus on understanding differentiators and examples
- Review Team Org distributions with PM lead to make sure they're within accepted ranges. Rating distribution must be within range at the Team Org level.
- Submit final ratings and reviews into WorkDay for associates.
- PM lead will submit final list of promotion candidates for leadership review.

JAN

WRAPPING UP THE PREVIOUS YEAR

- Wait for final, approved promotions to be distributed before discussing promotions with associates.
- Conduct discussions with associates on outcomes of year-end performance management calibrations.
- Mid-January: Final, approved promotions are determined
- End-January: Promotions are officially communicated. All compensation adjustments begin, taking effect one pay cycle after end of January.

Calibration Discussions Guides

Team Org Calibration Guidelines:

As a manager, you need to prepare ahead of time for the Team Org calibrations. You should have collected feedback on your associates both through WorkDay and through any other channels available, such as ongoing conversations with other people they work closely with. Set the expectation that your team needs to get feedback from individuals both inside and outside the Design organization.

In the Team Org calibration session, with each specific associate on your team, you'll share background on who the person is, the specific team context in which they work, and the general role that they are fulfilling. Within Team Orgs, people are familiar with other team members but it's appropriate to share more detail around their specific context. Your job is to help other managers better understand how your associate is doing and how they compare to others within the rest of the broader Team Org.

Next, share the outcomes that the person has achieved or contributed to, and help the others within the Team Org to understand the work's impact and scale. You're helping to place associate's contribution to outcomes in the broader context of the organization, and to help others understand the ways in which your associate has achieved those results. Referring to differentiators from past years as well as Capital One's values and competencies is a great start.

After you've covered important highlights from what the associate has done and how he or she has done it, we typically allow time in the conversation for additional commentary or reflection from others who have also worked with the associate being discussed. These other perspectives help the group to arrive at a rating in the context of the broader Team Org, and allow for multiple perspectives on an associate to be shared with the group.

During the course of a Team Org calibration session, you'll typically work with a pre-designated facilitator to place associates within a rating, and over the course of the discussion, there will be opportunity to revisit the rating for that associate as a broader group of associates has been discussed. There is often movement of ratings within a session as discussion about differentiators versus baseline expectations emerges, and to reach the distribution targets required by Capital One.

Ultimately, the Team Org calibrations should result in a correctly distributed set of ratings for all associates within the Team Org, and along with the criteria were most important in evaluating performance. Leaders at the Team Org level will have the ability to revisit ratings, after the Cross-Team calibration discussions, if necessary.

Cross-Calibration Template:

I'd like to share about [Associate Name].

From our team's pre-calibration (or from my assessment and review of feedback), we've placed [Associate Name] in the [Top/Middle/Bottom] of our distribution. [Associate Name] illustrates the following differentiators that contribute to that conclusion.

One differentiator is [Description of Differentiator], and here is how [Associate Name] exemplifies [this particular behavior or competency]. When [Associate] demonstrates [example of behavior or competency], we saw these [outcomes or results].

(If appropriate, [Associate Name] also demonstrates the [Differentiators Discussed Previously])
[Repeat for differentiators that haven't been covered by other supervisors]

So, you're leading a project

Whether you have direct reports or not, if you find yourself in the position of leading a project, here are some things that we look for:

- Proactively seeks knowledge and clarity to ground vs. anchoring to assumptions
- Confidence to ask tough but necessary questions of all levels of the organization
- Ability to envision the various levels of zoom and apply judgment when determining where to focus the team/work
- Create the right environment their design teams need to be successful and impactful
- Drive to get to DONE and constantly crave what must come next to get closer to it (results/ outcome focused)
- Rejection of status quo
- Leadership qualities with facilitation as a sharp tool in the toolkit
- Judgment to identify what the team needs (even if they don't themselves realize it) in a given moment and adapt (tools/ techniques) to bring them along to where they need to be
- Intellectual curiosity that creates opportunities that could lead to bigger (more impactful) outcomes

9 Box Format

Potential

| | | | |
|--------|---|---|--|
| High | <p>6. Moved to a new job within past 6 months; too soon to assess</p> <p><i>Development Focus:</i></p> <ul style="list-style-type: none"> Clarify expectations and role definition Coach Monitor progress closely | <p>3. Full performer; demonstrates higher competency than performance</p> <p><i>Development Focus:</i></p> <ul style="list-style-type: none"> Strengthen performance using stretch objectives in current role As performance grows, provide stretch objectives at the next level. Consider next level stretch role within 12 months as performance strengthens | <p>1. Exceptional performer capable of taking on a new role/responsibilities at the next level</p> <p><i>Development Focus:</i></p> <ul style="list-style-type: none"> Place in next level stretch role (if not already in one) within 12 months Deliver messages/rewards that indicate the associate is highly valued and has a strong future with the company Provide on-going challenges, coaching and support |
| Medium | <p>8. Performs part of job well, other parts poorly.</p> <p><i>Development Focus:</i></p> <ul style="list-style-type: none"> Clarify role and expectations Coach to leverage capability to produce results Clarify job jeopardy of producing inconsistent expected results | <p>5. Full performer capable of continued growth in current role.</p> <p><i>Development Focus:</i></p> <ul style="list-style-type: none"> Strengthen performance in current job Provide stretch objectives for larger roles at current level As performance grows, test capability for next level through stretch objectives | <p>2. Exceptional performer capable of continued growth in current role.</p> <p><i>Development Focus:</i></p> <ul style="list-style-type: none"> Give stretch or cross-functional assignment to develop competency and performance at next level Deliver messages and rewards appropriate to performance Provide on-going challenges, coaching and support |
| Low | <p>9. Poor performer. Performing at the wrong level or not a fit for current role.</p> <p><i>Development Focus:</i></p> <ul style="list-style-type: none"> Provide clear messages about performance deficiencies Determine appropriateness of role Decide to develop, reassign or separate | <p>7. Full performer not likely to grow beyond scope of current position.</p> <p><i>Development Focus:</i></p> <ul style="list-style-type: none"> Appreciate performance. Coach to strengthen performance and to grow skills to assure positive trajectory Stimulate career growth and motivate through lateral moves | <p>4. Exceptional performer not likely to grow beyond scope of current position.</p> <p><i>Development Focus:</i></p> <ul style="list-style-type: none"> Reward and recognize the contribution of this seasoned professional Provide on-going technical development opportunities Provide challenging work that requires visible cross-functional leadership |
| | Low | Medium | High |

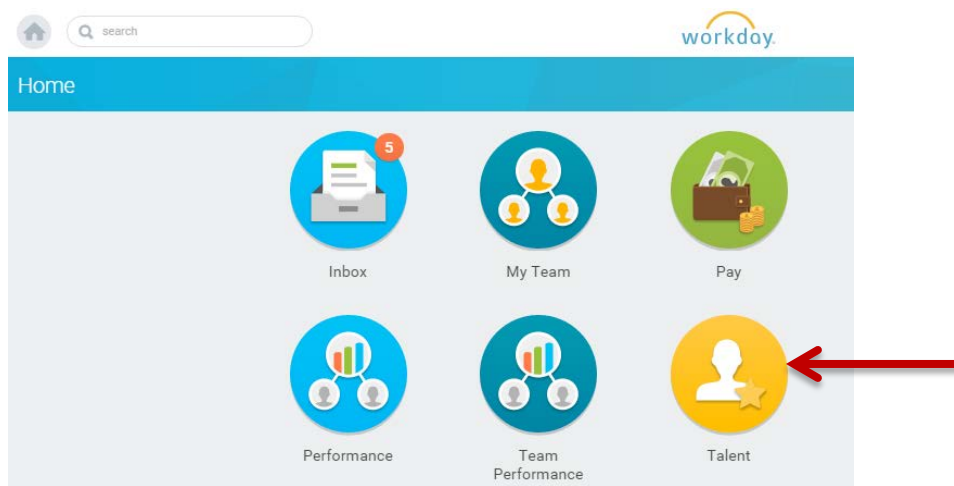
Performance Trend

Performance and Talent Management

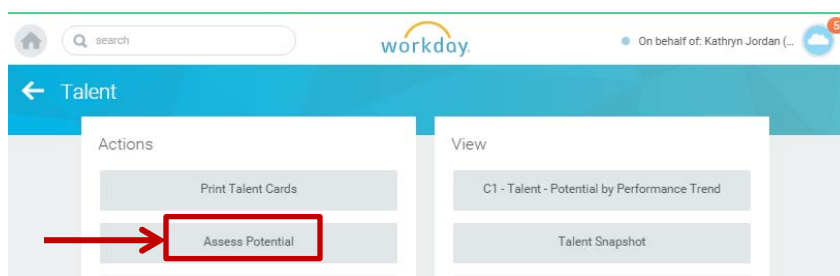
Assess Potential / 9-Box

Workday utilizes the 9-box as part of its Talent Management functionality. In order to plot associates within the 9-box, you first need to utilize the **Assess Potential** fields in Workday. Selecting values for **Potential** and **Performance Trend** for an associate will govern where the associate plots (which box) within the next 9-box report you pull.

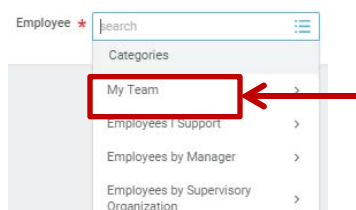
1. To access the “Assess Potential” field for an associate who sits within your team/organization, start by clicking on the Talent Worklet.



2. From the options that populate, click on “Assess Potential.”



3. Select the applicable category – for example, if you’re looking to assess the potential of your direct reports, select “My Team” and select the applicable associate from the list.



4. Indicate the value for each section by clicking the down arrow to the right of the section title (the options will be High, Medium or Low). Click “submit” at the bottom of the page to save the assessment.

Assess Potential Ali Associate (123456)

Potential

Attrition

Performance Trend

Loss Impact

Assess Potential Definitions

- **Potential:** the associate's development capacity and aspiration to assume great responsibility/move to the next level
- **Attrition Risk:** the likelihood that the associate will voluntarily leave the organization
- **Performance Trend:** the associate's pattern of performance over the past 2 – 3 years
- **Loss Impact:** to what degree the team/organization is adversely affected by the loss of the associate

Assess Potential Ali Associate (123456)

Potential

Attrition

Performance Trend

Loss Impact

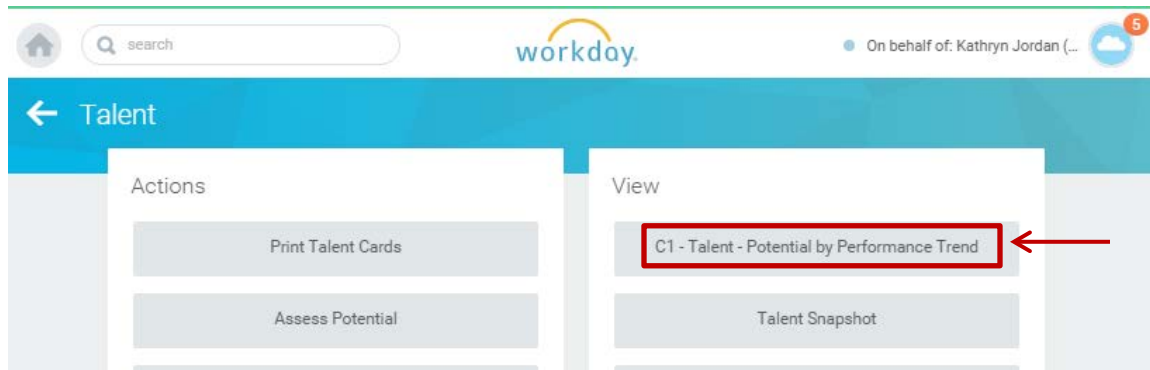
The options you select for the “Potential” & “Performance Trend” fields drive where your associate lands within the 9-box.

Tip! To move an associate to a different location within the 9-box, go back to the **Assess Potential** field and reassess/update the **Potential** and/or **Performance Trend** fields.

| Potential | High | 6 | 3 | 1 |
|-----------|--------|-------------------|--------|------|
| | Medium | 8 | 5 | 2 |
| | Low | 9 | 7 | 4 |
| | | Low | Medium | High |
| | | Performance Trend | | |

In this example, the manager selected *Medium* for the associate's potential & *High* for performance trend. As a result, the associate falls within box 2.

5. After you've assessed the potential & performance trend for each associate, you can pull the 9-box report to view the results



- a. Enter your name in the search field, select it when it populates, and click “OK” at the bottom of the page.

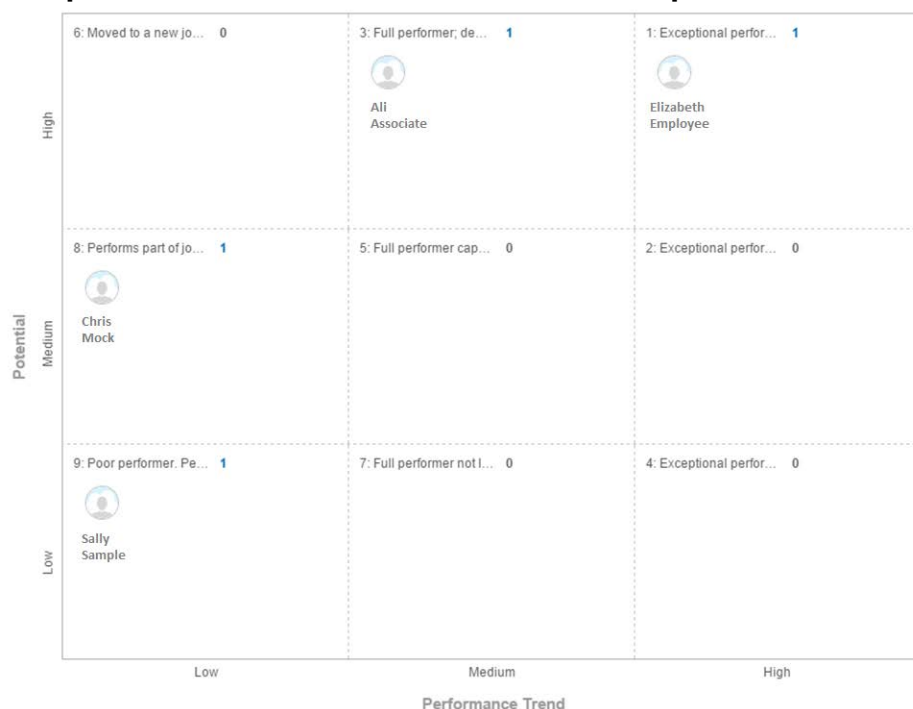
[Potential by Performance Trend](#) ...

Organizations

Include Subordinate Organizations ☐

Check this box if you want to view both direct and indirect reports for the leader of the organization you selected. Leave it unchecked to see just direct reports.

- b. The 9-box report will appear, showing all associates for whom you've completed the “Assess Potential” business process.



- c. Note that the report is interactive – you can narrow the view of associates in the report by using the filters on the left side of the page. In the below example, we’ve filtered so that we only view associates who sit in Plano 1 – First Floor.

▼ Location


☐ West Creek 7 (12077) (436)

☐ Towers Crescent 2: Fourth ... (86)

☒ Plano 1: First Floor (3106... (43)

☐ Benjamin Franklin: Fourtee... (34)

☐ Plano Town Center: Third ... (27)

search 

**Tip! You can
select multiple
filters at a time.**

▼ Management Chain

☐ Richard Fairbank (100406) (43)

☐ Jory Berson (100689) (43)