

Title	Influence	Category	Expectations	Typical Experience	Notes
Definitions		Programs	Identification and execution of projects, products, and process supporting the health of the team and goals of the company. Drives consistent and high quality results of owned and supported programs.		
		Strategic Alignment	Recognizing how the work of the team fits within larger initiatives and makes progress towards company goals. Makes high quality decisions.		
		People	Providing clarity, mentorship, and growth. Motivating people and driving work. Making others more effective and accountable. Developing high trust relationships across the organization.		
		Communication	Creating teams that effectively problem solve together while sharing their work and thoughts, both internally and externally.		
Manager M01	Team		Responsible for the execution and development of a healthy team.	[1-3 years]	
		Programs	Scopes and implements team-level programs. Takes ownership of the programs within the teams.		
		Strategic Alignment	Evaluates trade-offs and effectively prioritizes tasks within team in alignment with strategic initiatives and company goals.		
		People	Drives growth plans for individuals on team. Provides opportunities to help teammates in achieving team goals.		
	Team	Communication	Adapts message and sets appropriate context for the entire team. Initiates conversations to get the support/clarity necessary to carry out a task. Identifies appropriate form of communication given the specific situation.	[3-5 years]	
			Responsible for driving of strategy, execution, and development of a healthy team.		
		Programs	Independently defines and drives team-level programs which anticipate team needs. Trusted to drive these programs with minimal oversight. Actively manages resourcing within the team to deliver programs.		
		Strategic Alignment	Considers the effects of their work across multiple teams and proactively manages potential issues to advance strategic initiatives and company goals. Identifies metrics to measure impact and support broader strategic initiatives. Identifies team-impacting problems, suggests solutions, and drives resolutions.		
	Teams	People	Defines and drives growth plans for individuals on the team. Builds leadership within the team.	[5-8 years]	
		Communication	Effectively communicates complex issues to a cross-functional audience. Engages in productive dialogue involving multiple viewpoints or conflicting perspectives both inside the team and between teams.		
			Responsible for the vision, strategy, and execution of multiple healthy teams.		
		Programs	Leads complex decisions in the team and functional area. Expertly designs and owns solutions for broad or complex requirements with insightful and strategic approaches. Defines and drives multi-team projects. Leads initiatives and meetings within the team and functional areas.		
Director M03		Strategic Alignment	Identifies, defines, and solves strategically important problems. Describes, analyzes, and convinces others about major tradeoffs and decisions. Can interpret, add to, and execute against cross-functional strategies. Works with key stakeholders to make critical decisions.	[5-8 years]	
		People	Effectively delegates within the team. Motivates and empowers teams and teammates to achieve a higher level of performance. Resources and load balances within teams to ensure the entire team produces high quality work.		
		Communication	Initiates and facilitates meaningful discussions around complex issues. Influences decision making and prioritization across multiple teams. Trusted to communicate the Engineering brand externally.		
			Responsible for the vision, strategy, and execution of multiple healthy teams.		
Senior Director M04	Company		Demonstrates leadership and expertise across the engineering organization	[> 8 years]	
		Programs	Leads decisions in the company. Leads initiatives across functional areas. Owns at least one large, mission-critical project or multiple complex, team-level projects. Solves complex, mission-critical problems with strategic approaches that create lasting solutions.		
		Strategic Alignment	Actively collaborates with other functional areas to design and build solutions. Proposes and prioritizes projects and guides future planning for the company. Recognizes when an approach has outlived its usefulness and figures out the correct way forward.		
		People	Leads by example and inspires others with an emphasis on broad, organization-wide initiatives. Builds leaders within the team and functional area. Actively works to recruit strong engineers to the company.		
	Solar System	Communication	Clearly communicates technical issues and contributes ideas to the overall technical vision of the engineering organization.	[> 15 years]	
			Advances Engineering. Leads strategic direction across the organization and carries the engineering brand		
		Programs	Anticipates future company needs and creates a compelling vision to realize them. Responsible to company for complex mission-critical systems.		
		Strategic Alignment	Influences company goals and strategy while being responsible for key metrics. Leads complex strategic initiatives to solve long-term company problems.		
Head Of M05		Leadership	Builds other leaders inside the company who are capable of building healthy teams. Is the kind of leader who draws others to the company.	[> 15 years]	
		Communication	Effectively communicates complex issues to audiences both inside and outside the company. Promotes the engineering brand externally.		