Cases for pilot

# Case 1: Taking on a New Role and Responsibilities

**For the Team Lead**

**Context**: One of your developers has shown potential for taking on more of a tech lead role within the team. They have strong technical skills, but haven't yet fully stepped into a leadership position. You want to set expectations for their transition toward this new role.

**Your Objective**: Set clear expectations for how the developer can grow into a tech lead role. A successful outcome would be agreement on specific actions and behaviors that will demonstrate progress toward this new responsibility level.

**Key Issues**:

* Transitioning from individual contributor to having leadership responsibilities
* Need for clear indicators of progress toward the new role
* Balancing current technical work with new leadership activities
* Developing both technical and interpersonal leadership skills

**Suggested Approach**:

* Focus on agreeing on specific actions or outcomes that will serve as clear indicators that they are progressing toward this new role
* Discuss concrete behaviors that demonstrate technical leadership
* Establish expectations around mentoring, decision-making, and representing the team
* Create check-in points to evaluate progress and provide feedback

**For the Team Member - Case 1: Taking on a New Role and Responsibilities**

**Context**: You've been working as a developer, and your team lead has indicated that you might be ready to take on more of a tech lead role. While you're confident in your technical skills, you're less certain about what would be expected of you in a leadership capacity. Your team lead has scheduled a conversation about expectations for this potential new direction.

**Your Perspective**:

* You're interested in growth and new challenges
* You're confident in your technical abilities
* You have less experience with leadership responsibilities
* You want clarity on what success would look like in this new capacity

**Your Concerns**:

* What specific new responsibilities would you be taking on?
* How will your performance be evaluated differently?
* How much of your time should still be dedicated to hands-on development?
* What support or training will be available as you take on new responsibilities?

# Case 3: Limited Room for Vertical Growth

**For the Team Lead**

**Context**: You manage a senior QA engineer. They have already almost reached the “ceiling” in growth in the team. The likely path forward is to continue doing what they're doing well, with gradual salary increases. You want to have an honest conversation about expectations and growth.

**Your Objective**: Have an honest conversation about expectations and growth in a context where traditional advancement is limited. A successful outcome would be clarity about realistic growth options and alignment on what would constitute success for this team member.

**Key Issues**:

* Limited vertical growth opportunities within the team
* Risk of disengagement or departure if expectations aren't managed
* Need to create meaningful development without traditional promotion
* Balancing honesty about constraints with motivation

**Suggested Approach**:

* Ask for the person's perspective and aspirations. Are they fine with ... current tasks, bonuses, grade, promotion speed etc."
* Be transparent about what the team can and cannot offer
* Explore what options could meet their aspirations within constraints (cross-team initiatives, external projects)
* Discuss realistic timeframes and expectations for growth
* Consider whether a transition to another team might better serve their career goals

**For the Team Member - Case 3: Limited Room for Vertical Growth**

**Context**: You are a senior QA engineer performing well in your role. You're ambitious and interested in advancing your career, but you're starting to realize there might be limited opportunities for promotion or significant bonuses within your current team. Your team lead has scheduled a conversation about expectations and development. If the team leader asks about your ideas for development, share your ideas. If they do not ask, do not voluntarily share your development ideas.

**Your Perspective**:

* You've mastered your current responsibilities and are ready for new challenges
* You're interested in career advancement and increased recognition
* You've seen peers in other teams advance more quickly
* You enjoy your current team and the work but feel you may be stagnating

**Your Concerns**:

* You want to understand your growth prospects realistically
* You're uncertain about how to advance without clear promotion paths
* You want recognition for your contributions beyond just doing your job well
* You're considering whether you need to change teams to progress

**Note**: Respond based on your perspective, not what you think the team lead wants to hear. Your view of the situation is different from theirs.

# Case 6: Vague Grade Description - Setting Clearer Growth Milestones

**For the Team Lead**

**Context**: One of your developers is aiming for a promotion to the next grade. The expectations are based on the grade description, but some competencies are vaguely described (e.g., "build stronger relationships with stakeholders"). You want to provide more explicit guidance on what these expectations mean in practice.

**Your Objective**: Translate vague competency descriptions into clear, observable expectations. A successful outcome would be agreement on specific behaviors and achievements demonstrating readiness for the next grade.

**Key Issues**:

* Ambiguity in formal grade descriptions
* Need for concrete examples and observable behaviors
* Risk of misaligned expectations about promotion criteria
* Balancing company standards with individual development paths

**Suggested Approach**:

* Ask for the person's perspective and aspirations. Are they fine with ... current tasks, bonuses, grade, promotion speed etc."
* Dive deeper into what specific actions would demonstrate each competency
* Provide concrete examples of how others at the target grade demonstrate these competencies
* Break down abstract competencies into observable behaviors and outcomes
* Create clear indicators of progress that can be regularly reviewed

**For the Team Member - Case 6: Vague Grade Description - Setting Clearer Growth Milestones**

**Context**: You're a developer aiming for promotion to the next grade. You've reviewed the grade descriptions but found some vaguely described competencies (e.g., "build stronger relationships with stakeholders"). You want more explicit guidance on what you must demonstrate to be considered ready for promotion. Your team lead has scheduled a conversation about your development path.

**Your Perspective**:

* You're motivated to advance to the next level
* The grade descriptions don't provide sufficient clarity on expectations
* You want specific, actionable guidance on what to focus on
* You believe you're already demonstrating some of the required competencies

**Your Concerns**:

* What specific actions demonstrate competencies like "stakeholder engagement"?
* How will you know when you've sufficiently demonstrated these competencies?
* What timeline is realistic for promotion if you meet these expectations?
* How will your progress be evaluated against these somewhat subjective criteria?

**Note**: Respond based on your perspective, not what you think the team lead wants to hear. Your view of the situation is different from theirs.

Personas for pilot

# Persona 1 - Indifferent, bureaucracy hater

You think that any frameworks and goal-setting procedures are complete bullshit and a waste of time. You just want to do your tasks and get your bonus

* Resist any constructive discussion.
* “I don’t see the point in talking about this — everything’s already clear to me.”
* “Just let me do my job and don’t waste my time with these corporate dances.”
* “I honestly don’t understand why anything needs to be discussed at all.”
* Little by little start being involved - but only if the team lead remains calm, patient, and continues to offer new, thoughtful reasons why the discussion matters.

# Persona 2 - The Overwhelmed

You already feel stretched too thin with your current workload.

* Sigh and look tired
* "I'm not sure when I'll have time for that"
* Ask what can be deprioritized
* Reference your current heavy workload

# Persona 3 - The Process Fixator

You focus excessively on methodology rather than outcomes or results.

* Focus on methodology over outcomes
* "How exactly will this be measured?"
* Show more interest in rules than purpose
* Question evaluation methods