



Dimension 5: Identity & Career Acceleration Readiness

What this dimension captures:

- The candidate's ability to **see themselves as a long-term builder**, not just executor
- Whether they make **intentional career moves** based on growth identity
- How they balance **learning, contribution, and trajectory**
- Their readiness to **design careers for others**, not just themselves

Level	Title	Observable Indicators
L1	Role Drifter (<i>UBS: IC</i>)	- Accepts roles based on opportunity or pressure- Lacks clarity on career direction- Equates career to job titles or salary- Doesn't reflect on fit or future readiness
L2	Skill Chaser (<i>UBS: Project Manager</i>)	- Chooses learning opportunities tactically (e.g., "I want to learn X tool")- Career goals are loosely defined- Sees growth in terms of quantity over quality- Struggles to articulate the identity behind choices
L3	Capability Builder (<i>UBS: Program Manager</i>)	- Makes deliberate choices to strengthen decision-making or ownership- Measures growth through internal shifts (confidence, clarity, creativity)- Reflects on career alignment quarterly or after major projects- Frames work around personal inflection points
L4	Identity-Led Strategist (<i>UBS: Strategist</i>)	- Links personal vision with role decisions- Designs projects to accelerate long-term leverage- Proactively realigns when roles drift from growth intent- Shares personal growth maps with peers or mentors
L5	Growth Modeler (<i>UBS: Leader</i>)	- Reflects openly on career mistakes, pivots, and intentions- Helps teammates rethink their career stories- Acts as mentor or learning architect for others- Uses personal career as a template for system design
L6	Institution-Scale Multiplier (<i>UBS: Institution Builder</i>)	- Builds structures, programs, or hiring pipelines that help others design careers- Thinks about institutional talent DNA- Balances org goals with long-term human potential- Shapes career culture with systemic thought and care. Designs programs, systems, and hiring pipelines that enable others' careers.