Career Progression: Experience Strategy

Role	Band
Executive Lead – Brand Experience Strategy (GEO) / Group Brand Experience Strategy Director	Band 10
Lead, Experience Strategist	Band 9
Associate Lead, Experience Strategist	Band 8
Experience Analyst	Band 6 or 7

Brand Experience Strategy (Experience Strategy) Career Progression and Role Overview

Progression				
	Experience Analyst (6 or 7)	**Associate Lead, Experience Strategist (8)**	**Lead, Experience Strategist (9)**	**Group Brand Experience Strategy Director (10)**
Band/Position	**Role Overview**			
Group Brand Experience Strategy Director (10)	Leads a team through development and delivery of strategies for clients and within studio and works to impact the business direction of the organization. Works on the strategies and plans to elevate and advance the overall organizational view of Experience Strategy. Leads multiple projects or sub-projects. Responsible for communicating overall vision. Leads and builds the culture of the Experience Strategy team in a studio, and works across studios to define consistent methods, tools, and to share best practices on the craft. Works to recruit and develop world-class experience strategy talent within and across studios.			
Lead, Experience Strategist (9)	Leads a team through Insight, Idea, and Impact phases; uncovering customer insights, defining a strategy to innovate the customer experience, and creating a roadmap to guide the execution of that strategy. Convenes and leads many disciplines such as, but not limited to, business strategy/digital strategy, analytics, research, visual design, technology to uncover CX innovation opportunities, and define the future state. Must have expert-level IBM Design Thinking facilitation capabilities. Responsible for leading junior members of the team and developing others. Leads experience mapping method.			
Associate Lead, Experience Strategist (8)	Supports Experience Strategy efforts through Insight, Idea, Impact to uncover customer insights, define a strategy to innovate the customer experience, and create a roadmap to guide the execution of that strategy. On a project, this individual focuses on leading ethnographic research, guiding the analysis/synthesis processes, and acts as a SME on the end-user throughout the project. Must be an IBM Design Thinking Practitioner. Ability to create experience maps.			
Experience Analyst (6 or 7)	Assists in Experience Strategy through the creation of ethnographic research protocols, data-collection and management, field-work, innovation assessments, experience assessments. Supports creation of experience maps.			

Brand Experience Strategy (Experience Strategy): Key Behaviors by Role

Dimension	Experience Analyst (6 or 7)	Associate Lead – Experience Strategist (8)	Lead – Experience Strategist (9)	Group Brand Experience Strategy Director (10)
Client Success Dedication to every client's success. You are passionate about every client's success, so you put them first, listen for need and find opportunities to bring new ideas and add value. Partnering with all relevant IBM stakeholders, you focus on outcomes — helping every client succeed however they measure success.	Basic knowledge of client's business including: company and brand history, performance goals, and competition. Advocate the client's point of view in internal meetings. Gain basic understanding of client's business and industry, and the challenges and opportunities associated Advocate the client's users' point of view in internal meetings. Collaborate with internal partners and other ES team members to encourage successful relationship and delivery of work. Participates in activities to better understand client and user needs.	In-depth knowledge of client's business including: company and brand history, performance goals, and competition. Direct and complete ES craft work and tasks Act as a primary point of contact for ES with the internal team, leading and strategically supporting initiatives. Partner with ES leadership to identify and cultivate new opportunities within existing accounts, and the ES team Create and support client deliverables that are in balance with the client's and users' best interest.	Has a strong understanding of the client's business, industry, economic model, organizational trends and customer needs in order to lead with relevant digital marketing solutions. Oversee and strategically guiding interdisciplinary teams through research, strategy and implementation work Collaborate with senior level relationships for a portfolio of accounts while providing leadership across multiple client teams and client projects. Make solid recommendations to client and project teams based on a balance of client and user needs. A strong understanding of the client's business, industry, economic model, organizational trends and customer needs across all brand touchpoints	Deep knowledge of clients business and ability to activate internal team and develop solutions to support clients business. Act as a reliable execution partner and delivers significant impact for clients by being a trusted advisor. Demonstrates care for the client's business as if it were our own, putting our interests before ours, and we never let our structure or process get in the way of a seamless client experience. Delivers significant impact for clients. Co-owns the client relationship to set up and drive business by design activities with clients. Leads by example in interacting with clients. Responsible for ensuring ES Strategy team members have knowledge of client brand, competitors, marketing plans, team, org structure, politics, lessons learned	Entrenched in client's business, acting as an expert for internal team and strategic partner for client as it relates to their business, category and competition. Act as a trusted advisor and delivers major impact for clients. Trusted advisor to clients and senior executives. Co-manages relationships across the stakeholder spectrum and facilitates interactions. Accountable for the ES team's contributions to client success Facilitates discussions and presentations for delivery purposes. Determines and effectively communicates measurable deliverables. Assumes responsibility for addressing changes in scope as needed. Supports client engagements by contributing to RFPs, support pitches, roadmap definition, and planning.
Skills IBMers are dedicated to growing skills that matter to our business and to being essential now and in the future. You continuously find opportunities to learn and apply new skills strategic to IBM and needed to be successful in your role. You are recognized for your expertise and you share it with others.	Drives towards mastery of a well-rounded Experience Strategy skill set, and starts to create t-shaped skills Supports qualitative and quantitative research. Basic capacity to develop user experience vision deliverable, e.g. user research summaries, need statements, Experience mapping, etc. Basic understanding of IBM Design Thinking, Imagine, Combustion, and other co-generative workshops. General understanding of how to set KPI's, enablement plans and other experience strategy implementation techniques. Ability to work across Strategy, as well as business and technical disciplines. Shows ability to connect the dots between user needs, channel planning and ways to activate.	Solid foundation in Experience Strategy skills, with deep understanding in one or more verticals. Leads ES related research activities. Independently creates experience strategy vision documents that guide teams. Support client-facing workshop and meeting. Co-creates user experience enablement plans with other ES strategist and disciplines. Functions well across all strategy sectors and other craft areas. Shows empathy from a user perspective.	Mastery in Experience Strategy Skills as well as one or more verticals, supports business development, manages and mentors others. Leads qualitative and quantitative ethnographic research teams. Co-leads the creation and execution of client-facing workshops and meetings. Co-leads teams to create experience strategy execution plans, success metrics, and business models. Leads multidisciplinary project teams towards established goals. Conduct, design and analyze current experiences and instructive innovations. Shows empathy from a user perspective and begins to show empathy from a client perspective.	Actively improving the ES craft and mastery in multiple verticals, improves deliverables and organizational processes. Leads full project teams to execute against client and project goals. Leads the creation and execution of workshops and meetings. Actively involved in and supports business development through proposals, pitches, and estimates. Executes on Experience Strategy visions and works to improve overall department. Champion the development of Experience Strategy processes, framework, capabilities documentation and lead all related client deliverables. Reliably support multiple projects and client engagements simultaneously. Shows empathy from a client perspective. Defines new ways of working within the business to help improve the business and larger organization.	Mastery and leading the Experience Strategy craft and mastery in multiple verticals, actively involved in business development, mentors and manages ES leadership team, leading internal initiatives in ES or other departments Improves business process departments and ways in which other groups operate. Leads business development initiatives Drives the team to support multiple projects and client engagements simultaneously. Ability to balance client objectives and company objectives to create a vision and win new business. Shows up in the marketplace as a representative of iX.
Responsibility to Others Trust and personal responsibility in all relationships. You prioritize collaboration and focus on building trust and earning it anew every day, in every relationship - with IBMers, clients, partners and more. For those of you entrusted with management or executive responsibility, this includes your effective leadership and showing personal interest in IBMers, their careers and their development.	Builds internal partnerships with craft partners and ES leaders. Demonstrates being an open-minded, positive contributor to the team.	Partner with internal teams (i.e. project management, technology, creative, strategy, etc.) to ensure all client deliverables meet quality standards. Is a consistent and open-minded, positive contributor to the team. Assists new peer team members in navigating the team.	Collaborates and learns to lead effectively across the team and departments. Leads work within the craft in addition to individual work. Thinks strategically about how to grow the business and the impact it has on iX. Focuses time across the strategy team.	Growth and development of direct reports including ongoing coaching and feedback and supports career development. Shares expertise externally (with clients) and internally (with team and across department). Partner to ensure collaboration, actively solve issues and build overall plans for achieving annual and long-term goals. Teaches/mentors craft and best practices in respective studio. Leads by example, builds a collaborative culture, and creates opportunities for others to lead. Consistently connects dots across disciplines to get work done.	Creates a safe environment for growth and development of direct reports including ongoing coaching, feedback, goals and development. Involved in studio leadership activities and drives motivation for team. Actively works to develop the vitality of the practice/studios across iX. Demonstrates consistent elevated cross-functional team leadership. Sets the tone for others to act through integrity and placing team/client goals above individual desires. Partners with senior leaders and clients.
Innovation Innovation that matters - for our company and for the world. You are a forward thinker. You seek out grand challenges as well as incremental improvements - whether in technology or in how you work and in what you deliver.	Contributes to forward thinking ideas. Look for more efficient and effective ways of getting work done. Shows ability to listen and ask questions to understand the needs of the client and peers.	Proactively bring new ideas to the team. Recommends more efficient and effective ways of getting work done. Shows openness to move beyond comfort zones. Consistent strong ability to listen and ask questions to understand the needs of the client and peers.	Consistently challenges the status quo and goes outside of comfort zone. Challenge our own assumptions and habits, and adapt to changes in the business. Demonstrates ability to listen and articulate a challenge or problem. Demonstrates curiosity by asking questions –around the clients needs and underlying drivers – and around iX/IBM offerings, processes, etc.	Constantly mining the landscape including: resources, team, coworkers, etc. for exposure to new/different/interesting ideas that can be shared or applied for current or prospective clients. Challenges the status quo while bringing ideas and solutions. Innovates in many forms including ideas around more-effective products/solutions, processes, services, technologies or business models. Shows ability to generate original thinking and has courage to put forward bold ideas.	Exhibits comfortability in pushing the boundaries, questioning the status quo, pushing teams/partners/internal stakeholders to think differently when trying to solve issues for both internal/external clients. Lead internal teams and clients by applying thought leadership in ways that deliver on client business goals in innovative ways. Encourages the team to have and build a culture of openness and curiosity.
Business Results	Your achievement against agreed goals.			