

Growth Plan – Soft Skills - Examples

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Grading Scale Definitions

Unpracticed (0%-10%)

Ranging from I don't know what this is or how to do it to I have heard about it and can do it with much effort and probably need help. I am learning the "what" of this behavior/skill.

Emerging (10%-40%)

Ranging from I am formally aware of this behavior/skill and am in the process of growing it intentionally to I have internalized the foundational concepts and can start executing on them with consistency over small periods. I am confident in the "what" but learning the "how" of this behavior/skill.

Practicing (40%-90%)

Ranging from being personally aware of the skill/behavior in an advanced depth and my growth in it is consistent over a period to I am well aware of the skill/behavior and how to do it in my sphere shown by multiple periods of consistency. I am confident in the "what" and "how" but developing the "when" and "where" of this behavior/skill.

Consistent (90% +)

Ranging from I am consistent in foundational and intermediate components of this behavior/skill and execute them over periods to I am consistent in advanced concepts of this skill/behavior and execute them over multiple periods. I am confident in the "what", "how", "when", and "where" of this behavior/skill.

Radiating

Competency in this behavior/skill is recognized, sought after, respected in my current sphere plus adjacent spheres. I am a change agent for this behavior/skill. My presence transforms spheres regarding this behavior/skill.

Attitude

Category: Attitude > Approachable

Behavior: Available and patient with non-technical peers and stakeholders

	Example
Unpracticed (0%-10%)	Team member is unapproachable or avoids interactions with non-technical team members.
Emerging (10%-40%)	Recognizes a tendency to avoid interactions with non-technical team members, and actively works to be open to team member interactions.
Practicing (40%-90%)	Under normal circumstances, seems open to interaction. Willing to collaborate when interrupted. Able to express when they need to focus in a way that does not seem standoffish.
Consistent (90% +)	Makes and communicates open desk times specifically for the purpose of collaboration with non-technical team members.
Radiating	Sharing his approaches for open time with his team and others.

Category: Attitude > Approachable

Behavior: Available and patient with technical peers and stakeholders

	Example
Unpracticed (0%-10%)	Team member is unapproachable or avoids interactions with technical team members. Headphones on all the time.
Emerging (10%-40%)	Recognizes a tendency to avoid interactions with technical team members, and actively works to be open to team member interactions.
Practicing (40%-90%)	Under normal circumstances, seems open to interaction. Willing to collaborate when interrupted. Able to express when they need to focus in a way that does not seem standoffish.
Consistent (90% +)	Makes and communicates open desk times specifically for the purpose of collaboration with technical team members.
Radiating	Sharing his approaches for open time with his team and others.

Category: Attitude > Coachable

Behavior: Makes changes based on feedback

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Upon receiving constructive feedback from leaders or teammates, the Team Member confirms they understand the recommendation then endeavors to bring their behavior into alignment with the recommendation.
Practicing (40%-90%)	Upon receiving constructive feedback from leaders or teammates, the Team Member confirms they understand the recommendation then, possibly via iterative refinements, successfully modifies their behavior to align with the recommendation.
Consistent (90% +)	Upon receiving constructive feedback from leaders or teammates, the Team Member confirms they understand the recommendation and immediately revises their behavior to maximize individual and team performance.
Radiating	Upon receiving constructive feedback from leaders or teammates, the Team Member objectively evaluates the feedback with careful consideration of (1) the events that motivated the feedback and (2) how best to optimize their behavior for the good of others. Subsequent behavioral modifications are often informed by the Team Member's personal initiative to learn more about best practices and, in so doing, he or she exemplifies empathy and coachability. Additionally, the Team Member routinely helps those junior to him/her understand the benefits and methods of receiving and applying feedback.

Category: Attitude > Resilient

Behavior: Handles roadblocks with care and sensitivity

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Team Member exhibits little frustration when their work is disrupted or plans change.
Practicing (40%-90%)	Team Member exhibits no frustration when their work is disrupted, takes appropriate steps to understand and mitigate roadblocks, and – when roadblocks cannot be immediately overcome – shifts their attention to other opportunities to contribute until the roadblock is removed.
Consistent (90% +)	Team Member maintains a positive attitude while taking disruptions in stride, explores reasonable mitigation strategies solo or

	collaboratively (as appropriate), and maximizes productivity by shifting attention to other work when necessary. The Team Member also proactively identifies potential roadblocks and takes steps to eliminate them when able.
Radiating	Comfortable operating amid changing conditions and healthy amounts of ambiguity, the Team Member remains productive and upbeat while negotiating roadblocks. The Team Member coordinates with others to avoid or resolve roadblocks with empathy and without pushing work. As such, the Team Member embodies and promotes the Core Values “Never Give Up”, “Team” and “Self-Employed Mentality”.

Category: Attitude > Resilient

Behavior: Valuing the expertise of others (listen and modify behavior)

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Team Member displays an interest in learning from others, always welcomes advice from more experienced team members, and occasionally seeks or creates opportunities to do so. The Team Member is clearly trying to gain expertise, refine their craft, and improve.
Practicing (40%-90%)	Team Member respects, actively seeks, and listens intently to advice from more experienced peers and leaders, especially when the Team Member suspects their current methods may be suboptimal.
Consistent (90% +)	Team Member attempts to evaluate their requirements from the perspective of a more experienced practitioner, always seeking to emulate the behavior and actions of their mentor(s). When unable to visualize and execute according to a mentor’s mental model of a given problem/solution, the Team Member seeks and heeds guidance from the mentor.
Radiating	Team Member considers requirements from the perspective of more experienced practitioners and often succeeds in emulating the mentor’s behavior to optimize outcomes and maximize growth. When confounded by a problem, the Team Member exercises good judgement about when and how to seek the guidance of a more experienced practitioner. In so doing, the Team Member exemplifies when and how to (1) view problems through the eyes of others, (2) determine when additional expertise is needed, and (3) leverage the expertise of others.

Communication

Category: Communication > Clear

Behavior: Communicates in the correct manner and setting (Does it need to be said? Does it need to be said by me? Does it need to be said right now?)

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Developing proficiency in written and verbal communication. Good listener. Able to keep pace with team conversations, but sometimes struggles to contribute to conversations.
Practicing (40%-90%)	Skilled in written and verbal communication. Good listener. Able to keep pace with team conversations, and effectively contributes to conversations. Gives others space to contribute
Consistent (90% +)	Clearly articulates thoughts and ideas, both verbally and written. Known for actively participating in team conversations, adding value in decomp and retros. Communication is active, clear, timely, concise, and adds value. Ensures others contribute. Actively sharpens other's ideas.
Radiating	Highly developed at verbal and written communications with team, partners, stakeholders. Proficient at presenting ideas to a group. Demonstrated ability to sell technical solutions. Ensures everyone on the team has the space to communicate, and actively encourages others to contribute.

Category: Communication > Confident

Behavior: Express disagreement within a healthy conflict framework

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Will generally avoid conflict, especially around more controversial issues. When engaging in conflict, is more likely to express disagreement in a passive manner.
Practicing (40%-90%)	Understands that there is value in healthy conflict, and will seek to engage in disagreement as a result, but may still be overly passive or more argumentative.
Consistent (90% +)	Generally expects that others around them have the same intention of the best interests at heart and in so doing appreciates healthy conflict and intentionally strives to share perspectives that may be contrary to the current direction in order to create conversation and refinement.

Radiating	Speaks up regularly with outside ideas and perspectives in order to foster an environment of healthy conflict. Additionally, understands that those who are less versed in healthy conflict may try to avoid it and therefore will attempt to draw out disagreement and mine for conflict in those that seem to be guarded.
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Category: Communication > Confident

Behavior: Can be comfortable speaking in front of large groups

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Team Member may not seek opportunities to speak but are willing and able to speak in front of the group, requiring consistent coaching and support. This team member would always be accompanied by one or more other individuals for support when presenting.
Practicing (40%-90%)	Team Member would likely have a partner to assist with the presentation but is more confident in participating in the presentation. This team member's presentations are more likely to feel very scripted and they may not handle unscripted interactions well.
Consistent (90% +)	Team Member seeks opportunities to share and may be able to present alone if necessary. They generally understand how to hit on important points and share the necessary information, while not diverting onto rabbit trails. They go into each presentation with a solid plan but treat it more as an outline than a word for word script.
Radiating	Team Member encourages and coaches others through sharing at company scale. They regularly seek out opportunities to share information en masse and are experts at building a concise but informative and entertaining presentation. This speaker is comfortable with unscripted interactions and should be confident in keeping the presentation on topic and on time.

Category: Communication > Empathetic

Behavior: Handles various personalities with care and sensitivity

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Is aware of their personality and natural behaviors and how it impacts communication from others.
Practicing (40%-90%)	Is aware of others personality and works to communicate and

	interact with others considering their preferences and needs around communication.
Consistent (90% +)	Effectively communicates with others based on their personality and personal preferences for communicating. Can effectively do this with individuals and groups.
Radiating	Mentors and coaches others on various communication needs and is a champion for self-awareness and situational awareness as it relates to communication techniques and strategies.

Category: Communication > Empathetic

Behavior: Can communicate trade-off decisions to both technical and non-technical stakeholders. Renegotiate Commitment (Not necessarily always speaking in the language of business)

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Starting to communicate trade-offs in areas of skill or experience. Primarily does so in times of low stress. Trade-offs are not usually articulated in the language of the listener.
Practicing (40%-90%)	Regularly communicates trade-off decisions in areas of comfort and stress. Can communicate technical decisions effectively to technical stakeholders. Needs some help when communicating to non-technical stakeholders.
Consistent (90% +)	Go-to communicator on their team. Can quickly understand and discuss trade-off decisions with non-technical stakeholders in a language relevant to the listener. Helps stakeholders see the need to adjust course accordingly.
Radiating	Able to identify gaps in their communication as well as that of other team members. Proactively corrects gaps and mentors teammates on how to improve their own skills. Negotiates directional changes with stakeholders when needed in a way that builds trust.

Category: Communication > Empathetic

Behavior: Can speak in the language of other disciplines

	Example
Unpracticed (0%-10%)	Not yet aware of the communication gaps between disciplines or how to bridge them. Starting to learn the need to understand and speak the language of other disciplines.
Emerging (10%-40%)	This team member realizes there are communication gaps between disciplines. Actively leaning in to learn the other disciplines, figuring

	out what the gaps are and how to bridge them.
Practicing (40%-90%)	Connecting with other disciplines and shows interest in bridging communication gaps. Regularly seen partnering with peers in other disciplines in their work. Building the bridge both ways, sharing the context of their own discipline and expertise with others.
Consistent (90% +)	Communicates clearly and regularly across disciplines. Invites questions. Makes room for others to express their misunderstandings. Instills a sense of empowerment and competence in others.
Radiating	This person is a model for cross-discipline communication. They draw out context from others. Creates clarity. Proactively seeks to end confusion and create understanding.

Category: Communication > Empathetic

Behavior: Empathize with opposing viewpoints

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Team Member may require coaching in the area of considering other viewpoints. They are more likely to believe firmly in their own viewpoint because of their scope of knowledge and not always consider that the opposing viewpoint may be as well formulated as their own but from a different perspective.
Practicing (40%-90%)	Team Member doesn't actively seek out opposing viewpoints but understands that there is value in considering various perspectives. They may still require more coaching and convincing of this at times, but generally should be open to hearing the alternative. They may struggle with understanding how to shape the collaborated viewpoints together and are more likely to reflect simply on how that impacts their own perspective versus considering the possibility that the alternative viewpoint may supersede their own or may ultimately cause a whole new perspective from the findings of both viewpoints.
Consistent (90% +)	Team Member seeks out opposing viewpoints, understanding that those alternative perspectives ultimately can help to identify blind spots, and refine their perspective into something more effective. Generally, this team member should understand that every perspective contributes value to the conversation and strives to hold well formulated opinions with an open hand, always allowing for new information to further shape that perspective.
Radiating	Team Member seeks out opposing viewpoints and helps others to do the same, understanding that those alternative perspectives ultimately can help to identify blind spots, and refine their

	perspective into something more effective. Generally, this team member should understand that every perspective contributes value to the conversation and this team member often times has already considered many opposing viewpoints before sharing their own viewpoint.
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Category: Communication > Empathetic

Behavior: Demonstrates the ability to mine for conflict

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Team Member recognizes that there are likely more opposing viewpoints in the room and feels a tension around that but may struggle or be unable to draw those ideas out into the open.
Practicing (40%-90%)	Beginning to lean more into the potential conflict the team member may begin to question individuals around their alignment but are more likely to overlook some of the differing opinions or seek more information from those already in alignment rather than those actually seeking out the opposition.
Consistent (90% +)	Team member should generally be able to identify opposition through body language and is actively seeking to draw that information out for debate.
Radiating	Team Member can read a room and find the opposing viewpoints, through body language or even just familiarity with others on the team. This team member will seek out opportunities to engage by asking someone showing signs of disagreement their opinion on the topic. They may also propose thoughts or ideas that they are aware others might hold in order to draw them into the conversation. They should also be coaching and encouraging others in this behavior.

Execution

Category: Execution > Proactive

Behavior: Understands where the business is going and is bringing innovation to the conversation before the business is asking for it

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Thinks about new ideas they've seen or want to use and brings those up when they see a potential fit. Has general understanding

	of business direction but needs additional coaching or context.
Practicing (40%-90%)	Builds a deep understanding of the business direction and not just the technical direction. Asks questions with curiosity and looks for opportunities to bring new ideas to the table. Starting to think about future, not just the present.
Consistent (90% +)	Deeply understands the current business direction and is able to guess what may be needed in the near future. Able to find and fill gaps in business knowledge. Identifies opportunities to innovate and brings appropriate solutions to the business early.
Radiating	Able to quickly ramp up on business context and define innovation opportunities in areas outside of their normal domain. Pulls context and ideas out of others. Helps peers to understand business context and the relationship with technical innovation.

Category: Execution > Resourceful

Behavior: The heart of a teacher (can lead someone to a decision without telling them the decision)

	Example
Unpracticed (0%-10%)	Focuses on personal tasks and learning. Finds it hard to share knowledge or explain ideas. Hasn't seen the value of teaching in a team.
Emerging (10%-40%)	Starts to see the value of sharing knowledge with others. Tries to share and discuss their work but may struggle with clarity. Works to improve their teaching skills.
Practicing (40%-90%)	Often shares knowledge and takes time to explain complex ideas. Shows patience in teaching and communicates well. Balances personal work with team needs. Shares their learnings to increase understanding, not for credit or accolades.
Consistent (90% +)	Known for sharing knowledge and teaching others clearly and patiently. Makes time to explain complex concepts. Acts as a learning resource within the team. Seeks out opportunity to level up those who are around them.
Radiating	Sought out as an expert and asked to teach on subjects they have expertise in. Their patience, clear communication, and deep knowledge make them a top learning resource. Fosters a culture of shared learning and growth. Transforms their team and others by consistently showing the heart of a teacher.

Category: Execution > Resourceful

Behavior: Can challenge principles at all levels within your discipline

	Example
Unpracticed (0%-10%)	Willing to learn and engage in discussions but struggles to challenge perspectives, especially those of more experienced team members. Working to understand the importance of questioning principles and developing a willingness to be wrong to draw out the "why."
Emerging (10%-40%)	Developing the ability to challenge principles within the discipline. Occasionally questions ideas and perspectives but may still hesitate to challenge more experienced or intimidating team members. Learning to focus on understanding rather than winning and growing in the willingness to be wrong.
Practicing (40%-90%)	Comfortable challenging principles at all levels within the discipline. Actively engages in discussions and questions perspectives without being stubborn or holding tight to opinions. Demonstrates a willingness to be wrong and consistently seeks to draw out the "why" behind ideas and decisions. Knows the importance of relationships and actively fosters healthy relationships to assist in healthy conversations.
Consistent (90% +)	Confidently challenges principles across all levels, including those of more experienced team members. Fosters a culture of open communication and encourages others to question ideas without the desire to win. Demonstrates humility and a willingness to be wrong while effectively drawing out the "why" in discussions. Ensures everyone gets a voice.
Radiating	Highly skilled in challenging principles within the discipline, inspiring a culture of open communication and intellectual curiosity. Actively encourages team members of all experience levels to question ideas and fosters an environment where everyone can learn from one another. Emphasizes the importance of understanding the "why" and demonstrates a willingness to be wrong to grow and improve.

Category: Execution > Resourceful

Behavior: Elevation of problem, co-authoring of the solution for issues

	Example
Unpracticed (0%-10%)	Struggles to identify issues promptly. Usually works in isolation when resolving problems. Hesitant to bring stakeholders and business into problems.
Emerging (10%-40%)	Developing skills in promptly identifying issues. Starting to involve the right people with the right urgency. Making effort to share the responsibility of problem-solving. Learning the importance of admitting mistakes and facing problems courageously.

Practicing (40%-90%)	Usually identifies issues quickly. Communicates to the right people with the right urgency. Looks beyond technical aspects and recognizes business and customer impact of issues. Collaborates in problem-solving and shares wins. Creates environment where the peers feel empowered to face problems and admit mistakes.
Consistent (90% +)	Effectively communicates issues with urgency and clarity to the right audience. Always shares the responsibility of solving problems and celebrating wins. Admits mistakes and faces problems with courage. Keeps leaders and stakeholders updated about progress of solutions. Shares wins with the team.
Radiating	Quick, steadfast, and decisive at handling issues as they arise. Recognized for involving the right people at the right time. Keeps everyone updated on progress. Known for courage in the face of problems and the readiness to admit mistakes. Takes blame and shares credit. Shapes the team culture to be calm, proactive, and collaborative as they work a problem.

Category: Execution > Strategic

Behavior: Considering technical impact (feasibility)

	Example
Unpracticed (0%-10%)	Actively developing the depth and breadth of experience necessary to begin weighing tradeoffs of technical decisions and their impact on delivery. Not yet assessing the risk associated with technical decisions.
Emerging (10%-40%)	Developing the ability to consider the technical impact of options during the discovery process. Begins to recognize potential risks and their influence on value and delivery. Occasionally surfaces them for team discussion. Building confidence in contributing to informed decisions.
Practicing (40%-90%)	Effectively evaluates the technical impact of options during the discovery process, considering how they might influence value and delivery. Consistently identifies risks and actively surfaces them, facilitating well-informed decision-making within the team. Learning how to form recommendations for decisions.
Consistent (90% +)	Demonstrates a strong ability to assess technical impact during the discovery process, consistently considering the implications for value and delivery. Proactively identifies and communicates risks, enabling the team to weigh options and make informed decisions effectively. Has a strongly formed opinion on the right path forward and can clearly articulate why.
Radiating	Expertly navigates the discovery process, considering the technical impact of various options and their influence on value and delivery. Actively shares insights and expertise, guiding the team to make well-informed decisions. Fosters a culture of proactive risk

	assessment and effective decision-making across the broader organization.
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Category: Execution > Strategic

Behavior: Considering Customer value (value, fidelity)

	Example
Unpracticed (0%-10%)	Learning to understand customer needs and their relation to the discovery process. Gaining experience partnering with product peers. Still prioritizing engineering over solving customer problems.
Emerging (10%-40%)	Beginning to develop an understanding of customer needs during the discovery process. Starting to partner with product peers but may still struggle to balance the importance of engineering with solving customer problems. Building confidence in applying engineering skills to address customer needs.
Practicing (40%-90%)	Effectively considers customer value during the discovery process, demonstrating a solid understanding of customer needs. Actively partners with product peers and strives to balance the importance of engineering with addressing customer problems. Applies engineering skills to solve customer problems efficiently.
Consistent (90% +)	Demonstrates a strong ability to assess customer value during the discovery process, consistently taking customer needs into account. Successfully collaborates with product peers and balances the importance of engineering with solving customer problems. Effectively applies engineering skills to address customer needs and drive value.
Radiating	Expertly navigates the discovery process with a focus on customer value, demonstrating a deep understanding of customer needs. Actively shares insights and expertise, guiding the team to make well-informed decisions that prioritize customer needs. Fosters a culture of collaboration with product peers and effectively applies engineering skills to address customer problems across the broader organization.

Category: Execution > Strategic

Behavior: Considering business value (viability)

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Beginning to think about technologies and processes under the guidance of others and against the backdrop of the potential return

	on investment and total cost of ownership of the approach being considered. Has a basic understanding of business needs and direction but requires additional coaching or context.
Practicing (40%-90%)	Regularly thinks about technologies and processes against the backdrop of the potential return on investment and total cost of ownership of the approach being considered. Has a solid understanding of business needs and direction and applies that context to the problem at hand.
Consistent (90% +)	Demonstrates consistent thinking about technologies and processes against the backdrop of the potential return on investment and total cost of ownership of the approach being considered. Has demonstrated subject matter expertise of business needs and direction and applies that expertise to the problem at hand.
Radiating	Is a recognized thought leader for ideating around and contributing to business value against the backdrop of the potential return on investment and total cost of ownership of the approach being considered. Mentors others in developing this expertise.

Maturity

Category: Maturity > Emotional IQ

Behavior: Have strong opinions, loosely held

	Example
Unpracticed (0%-10%)	Struggles to form informed opinions or articulate and support them. Ties their identity to their opinions, and has difficulty being open to opposing viewpoints. Learning to develop well-founded opinions and be open to challenging discussions, to contribute to healthy conversations that drive team success.
Emerging (10%-40%)	Begins to form strong, informed opinions and can articulate them to some extent. Starting to hold opinions loosely, allowing others to challenge or help refine them. Learning to be more receptive to opposing viewpoints and willing to listen to others' opinions, to foster healthier conversations and collaboration.
Practicing (40%-90%)	Demonstrates strong, informed opinions and can clearly articulate and support them. Holds opinions loosely, allowing others to argue against them or contribute to their refinement. Is open to changing perspectives and willing to listen to and support opposing opinions. Actively participates in healthy conversations that lead to better outcomes.
Consistent (90% +)	Articulates and supports strong, informed opinions while maintaining an open-minded and adaptable stance. Encourages others to challenge their opinions, contributing to a culture of

	healthy conflict and collaboration. Actively listens to and supports opposing viewpoints, fostering an environment where the best ideas can thrive.
Radiating	Expertly holds strong, informed opinions loosely, allowing others to challenge and refine them for the benefit of the team. Actively encourages a culture of healthy conflict and collaboration, promoting open-mindedness and adaptability. Inspires others to be receptive to diverse viewpoints, leading to better decision-making and team success across the organization.

Category: Maturity > Emotional IQ

Behavior: Demonstrates emotional courage

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Beginning to demonstrate a willingness to engage in difficult discussions around relational conflict resolution and/or technical disagreement in order to achieve a good outcome for the individuals and team(s).
Practicing (40%-90%)	Regularly demonstrates a willingness to engage in difficult discussions around relational conflict resolution and/or technical disagreement in order to achieve a good outcome for the individuals and team(s).
Consistent (90% +)	Demonstrates consistent willingness and skillfulness in addressing engagement with relational conflict resolution and/or technical disagreement in order to achieve a good outcome for the individuals and team(s).
Radiating	Functions as a leader and model for others in engaging with relational conflict resolution and/or technical disagreement in order to achieve a good outcome for the individuals and team(s). Others look to this team member for counsel and advice in this space.

Category: Maturity > Personal Brand

Behavior: Actively develops their personal brand

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Team member is working toward clarity around meaning (what matters to me), trust (how do I want to be perceived), and experience (what actions do I need to take). They are beginning to take action steps to live out this branding amidst their peers.
Practicing (40%-90%)	Team member has clarity around meaning (what matters to me), trust (how do I want to be perceived), and experience (what actions do I need to take), and is regularly taking action steps to live out this brand amidst their peers. When they make brand 'mistakes' they seek advice, repair damage, course correct, and move forward in applying what they have learned.
Consistent (90% +)	Team member has clarity around meaning (what matters to me), trust (how do I want to be perceived), and experience (what actions do I need to take), and is completely reliable in living out those principles. They are recognized by others for their self-awareness and consistent behavior in their personal brand, and have garnered trust among their peers.
Radiating	Team member is a thought leader around personal branding (meaning, trust, experience) and are sought out by others to help them grow in this space. They are widely known and respected in their area of expertise as well as in their personal life.

Category: Maturity > Personal Brand

Behavior: Missional

	Example
Unpracticed (0%-10%)	May prioritize technology over mission and/or focus more on personal interests rather than serving the customer. Learning to shift focus towards the mission and develop a customer-first mindset. Beginning to understand the importance of weighing technology choices through a mission lens. Beginning to learn the importance of understanding the mission deeply and applying their craft through this focus.
Emerging (10%-40%)	Starting to put the mission ahead of technology but still has difficulties maintaining a consistent focus on customer needs. Actively learning to love the mission and fans more than the technology itself. Developing an understanding of how to make technology choices with the mission in mind and the importance of celebrating mission-driven wins.

Practicing (40%-90%)	Consistently prioritizes the mission over technology and demonstrates a genuine care for customers. Balances personal interests with the mission, focusing on delivering value to the customer. Celebrates mission-driven wins and understands the importance of making sacrifices and tradeoffs to remain focused on the company's direction.
Consistent (90% +)	Always places the mission ahead of technology and is dedicated to serving customers. Integrates a customer-first mindset into all aspects of their work. Expertly weighs technology choices through a mission lens, leading to more effective decision-making and customer satisfaction. Celebrates mission-driven wins and actively makes sacrifices to stay laser-focused on the company's direction.
Radiating	Champions the mission across the organization, inspiring others to prioritize customer needs over technology. Leads by example, consistently placing the mission at the forefront of their work. Drives a culture of customer-focused decision-making, fostering success across the organization. Celebrates mission-driven wins, understands the importance of making sacrifices, and remains laser-focused on the company's direction.

Category: Maturity > Poised

Behavior: Demonstrate the ability to Disagree and Commit

	Example
Unpracticed (0%-10%)	Willingness to learn and engage in discussions, but struggles in expressing disagreement, articulating their thoughts and opinions, and fails to engage in discussion. Working to understand the importance of healthy conflict, of adding their thoughts and feelings into the shared context, and clearly articulating themselves so their team understands their position.
Emerging (10%-40%)	Developing proficiency in expressing disagreements and committing to team decisions. Actively participating in team discussions. May still struggle to effectively articulate their thoughts or commit to the team's direction. Learning to be open to different viewpoints.
Practicing (40%-90%)	Demonstrated skill in expressing disagreements, seeking understanding, and committing to team decisions. Actively participates in team discussions, effectively articulates their thoughts, and commits to the team's direction even when holding a different viewpoint. Encourages open communication and understanding, drawing context out of their team.
Consistent (90% +)	Demonstrates ability to disagree and commit in various situations. Actively fosters open communication, understanding, and alignment among team members. Ensures a healthy and collaborative team dynamic by balancing voicing disagreements and committing to the team's direction. The group is more able to commit because of their contributions.
Radiating	Highly developed ability to disagree and commit, influencing both their current sphere and adjacent spheres. Actively helps others develop this skill and creates an environment of open communication, understanding, and alignment. Encourages and empowers others to participate in discussions and commit to team decisions.

Category: Maturity > Poised

Behavior: Takes personal responsibility

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Coaching is likely needed to encourage team member to take responsibility, when they would otherwise be silent. Team member may take responsibility for something when prompted by a leader, or when it is explicitly called out that an owner is needed.

Practicing (40%-90%)	Team member typically takes responsibility for things in their power. They step up when assistance is needed. When something fails within their domain of responsibility they own it, and act to resolve.
Consistent (90% +)	<p>Team member never shirks responsibility for something in their domain of responsibility. Additionally, they are regularly taking responsibility for unowned things that are within their power but may not be currently within their domain (QBQ).</p> <p>Team member takes responsibility at the right time, when they need to, unprompted by others.</p>
Radiating	The Team Member communicates with a language of ownership and encourages other team members to exemplify the characteristics of personal responsibility.

Partnering

Category: Partnering > Accessibility

Behavior: Engages socially with my team

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Generally gets along with the members of their team. May not regularly engage in social activities but does not go out of their way to avoid them.
Practicing (40%-90%)	Builds team rapport. Builds trust, through actively pursuing a relationship with individuals on the team. Engages in team social activities when able. Has conversations that extend beyond their work tasks and responsibilities.
Consistent (90% +)	Engages in many or most social activities offered by the team. Goes out of their way to get to know individuals that may not be on their immediate team
Radiating	Draws team into regular activities that build the rapport of the team.

Category: Partnering > Accessibility

Behavior: Connects with those seeking help within a reasonable timeframe

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Team Member is likely to either miss opportunities to connect or drop everything to connect immediately rather than appropriately setting time aside to connect with those seeking help.
Practicing (40%-90%)	Team Member begins to recognize the importance of scheduling time to connect and utilizes their calendar to do so.
Consistent (90% +)	Team Member understands how to evaluate urgency and is intentional about setting aside particular times around natural context switches to make connections and scheduling times for longer, more in depth pairing or discussions.
Radiating	Team Member helps to empower and encourage others in making time appropriate for connecting to help others. They understand the power of using a natural context switch and can explain the benefits to others. Additionally, they may hold regular "office hours" to empower others to be able to connect with them.

Category: Partnering > Relationship

Behavior: Actively building trust with their team

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Participates in team meetings and contributes to discussion. Beginning to engage in conflict, not avoiding it. Beginning to build rapport.
Practicing (40%-90%)	Reactively connects with team members on an individual level. Engages in conflict as early as possible, while emotions are low. Knows their teammates personally, actively builds rapport. Actively building skills such as tact, grace, communication skills, etc.
Consistent (90% +)	Proactively connects with team members on an individual level. Knows their teammates spouse/kids/pets names. Demonstrates deep care about each person, not just their work. Has ability to point out another's weakness effectively and is even sought out for this feedback. Willing to have healthy conflict with team members and give them praise
Radiating	

Category: Partnering > Relationship

Behavior: Actively building trust with other disciplines

	Example
Unpracticed (0%-10%)	Team Member is not demonstrating this behavior
Emerging (10%-40%)	Beginning to see the value in other disciplines. Respects their peers, values their feedback. Leaves space for other disciplines to speak in standups, decomp, design sessions, etc.
Practicing (40%-90%)	Invites other disciplines to design sessions, seeks feedback. Actively collaborates with peers in other disciplines as they deliver work. Known for a collaborative attitude by those in other disciplines. Demonstrated ability to create higher quality work through collaboration. Contributes to the success of their peers in other disciplines.
Consistent (90% +)	Able to identify trust gaps, lean in to them, and bridge the gap. Known for asking good questions that demonstrate empathy for other disciplines. Avoids technical jargon when communicating with other disciplines. Known as a teacher to those outside engineering, sharing knowledge freely and educating other disciplines about technology.

Radiating	Coaches individuals and teams on how to identify trust gaps and how to build trust.
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Category: Partnering > Relationship

Behavior: Actively building trust with business leadership

	Example
Unpracticed (0%-10%)	Struggles to build relationships with business partners and may not prioritize cross-boundary collaboration. Lacks ownership of problems and solutions and may not fully appreciate the business impact of engineering work. Beginning to understand the importance of transparent communication and raising risks to the business.
Emerging (10%-40%)	Developing the ability to build relationships with business partners and working on collaborating across boundaries, titles, and domains. Starting to own problems and solutions, while becoming more aware of the business impact of engineering work. Actively learning to communicate quickly, raise risks to the business, and avoid hiding technology issues.
Practicing (40%-90%)	Actively builds relationships with business partners and effectively collaborates across boundaries, titles, and domains. Demonstrates ownership of problems and solutions, with a growing understanding of the business impact of engineering work. Communicates quickly and transparently, raises risks to the business, and does not hide technology issues.
Consistent (90% +)	Consistently builds trust with business leadership through strong relationships, collaboration, and ownership of problems and solutions. Cares deeply about the business impact of engineering work and the overall business health. Proactively communicates technology issues, raises risks to the business, and prioritizes transparency in decision-making.
Radiating	Acts as a trusted partner to business leadership, excelling at relationship-building and cross-boundary collaboration. Owns problems and solutions with a deep understanding of the business impact of engineering work. Actively drives transparency and clear communication across the organization, addressing risks to the business head-on and fostering a culture of trust and accountability.

Category: Partnering > Relationship

Behavior: Can market your idea within your squad

	Example
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Unpracticed (0%-10%)	Willingness to share ideas within squad. Struggles in effectively marketing their ideas, involving peers in the implementation process, and detaching from the need for credit or validation. Working to understand the importance of collaboration and sharing ownership with the team.
Emerging (10%-40%)	Developing proficiency in marketing ideas within the squad. Open to sharing ideas and inviting peers to contribute to the idea and implementation, but sometimes struggles to effectively engage the team or let go of the desire for credit or validation.
Practicing (40%-90%)	Skilled in marketing ideas within the squad and promoting collaboration. Actively involves peers in the idea and implementation process and ensures others can contribute. Balances the need for credit or validation with the value of shared ownership.
Consistent (90% +)	Consistently markets ideas within the squad, fostering a collaborative environment. Encourages shared ownership of ideas and implementation. Actively seeks input from peers. Effectively detaches from the need for credit or validation and focuses on the value of teamwork and collective success.
Radiating	Highly developed ability to market ideas within the squad, partners, and stakeholders. Proficient at presenting ideas to a group and promoting collaboration. Ensures everyone on the team has the space to contribute and share ownership of implementation. Actively encourages a culture of shared success and innovation without the need for individual credit or validation.

Category: Partnering > Relationship

Behavior: Can market your idea across multiple squads

	Example
Unpracticed (0%-10%)	Willingness to engage with multiple squads, but struggles in effectively marketing their ideas, fostering collaboration across teams, and proactively communicating. Working to understand the importance of considering and sharing external and downstream impacts and celebrating shared wins.
Emerging (10%-40%)	Developing proficiency in marketing ideas across multiple squads. Initiates collaboration and seeks feedback from other squads, but sometimes struggles to effectively engage and communicate proactively or share the broader impacts and wins.
Practicing (40%-90%)	Skilled in marketing ideas across multiple squads and promoting collaboration. Actively involves other squads in the idea and implementation process, proactively communicates, and shares external and downstream impacts. Balances squad autonomy with

	the value of working as a broader team.
Consistent (90% +)	Clearly markets ideas across multiple squads, fostering a collaborative environment among teams. Encourages shared ownership of implementation, proactively communicates, and actively seeks input from other squads. Effectively considers and shares external and downstream impacts and celebrates shared wins to accelerate delivery across squads.
Radiating	Highly developed ability to market ideas across multiple squads, partners, and stakeholders. Proficient at presenting ideas to a group and promoting collaboration among teams. Ensures everyone on the team and across squads has the space to contribute and share ownership of implementation. Actively encourages a culture of shared success, innovation, and proactive communication, while considering and sharing external and downstream impacts to help other squads accelerate their delivery.

Category: Partnering > Shared Urgency

Behavior: Can work in concurrency

	Example
Unpracticed (0%-10%)	Usually works in isolation. Has difficulty involving all disciplines in the design process. Beginning to understand the importance of collaborating early. Struggles to break up work for parallel execution.
Emerging (10%-40%)	Developing skills in breaking up work for parallel execution. Seeking to collaborate on design and execution. Making effort to collaborate earlier. Learning how to align with the team on the direction and to parallelize work.
Practicing (40%-90%)	Usually involves all disciplines early in the design process. Regularly breaks up work for parallel execution. Collaborates effectively with others. Achieves high throughput by parallelizing work with peers. Creates an environment where team can question decisions early and pivot, reducing rework.
Consistent (90% +)	Known for collaboration and working concurrently with peers in other domains. Excels in breaking up work for parallel execution. Always involves all disciplines early in the design process. Known for aligning the team on the direction and maximizing the amount of work done in parallel.
Radiating	Recognizes and exploits opportunities to parallelize work. Promotes collaborative environment. Sets the standard for involving all disciplines early in the design process. Champions ways to get work done in parallel. Elevates the performance of the entire team.

Category: Partnering > Shared Urgency

Behavior: Wins and losses as a team

	Example
Unpracticed (0%-10%)	Views tasks as individual efforts. Does not yet see the broader team's goals and successes or failures as their own. Starting to understand the importance of shared team success.
Emerging (10%-40%)	Beginning to recognize that individual actions impact the team. They are working on sharing in the team's successes and failures, even if not directly involved. Starting to contribute more to team efforts.
Practicing (40%-90%)	Fully recognizes their role within the team and actively contributes towards the team's overall success. Sharing in the team's successes and failures, celebrating wins together and collaboratively addressing issues. Consistently contribute to the team's efforts, keeping the team's collective goals in mind.
Consistent (90% +)	Consistently embodies the principle of shared success. Is known for celebrating team wins and addressing team failures with a constructive and collaborative spirit. Actively fosters a team-centered environment, promoting shared responsibility and mutual support.
Radiating	Is a champion for team solidarity. Sets the tone for shared success and failure. Cultivates a team culture where everyone sees themselves as integral parts of the team's victories and challenges, fostering high collaboration and team unity.