



**Your Career at Ripple**  
Guidebook

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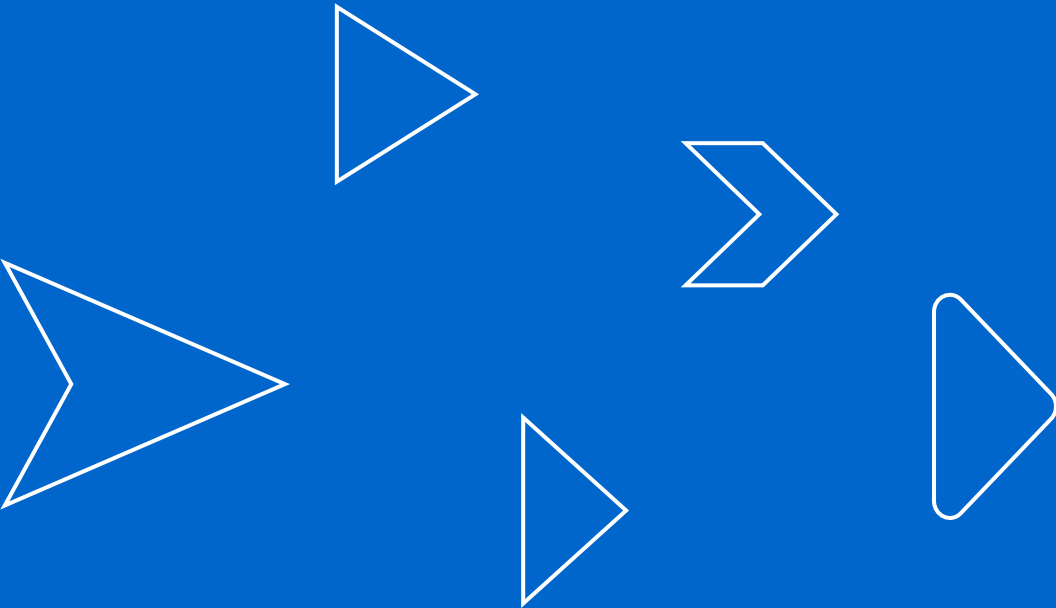
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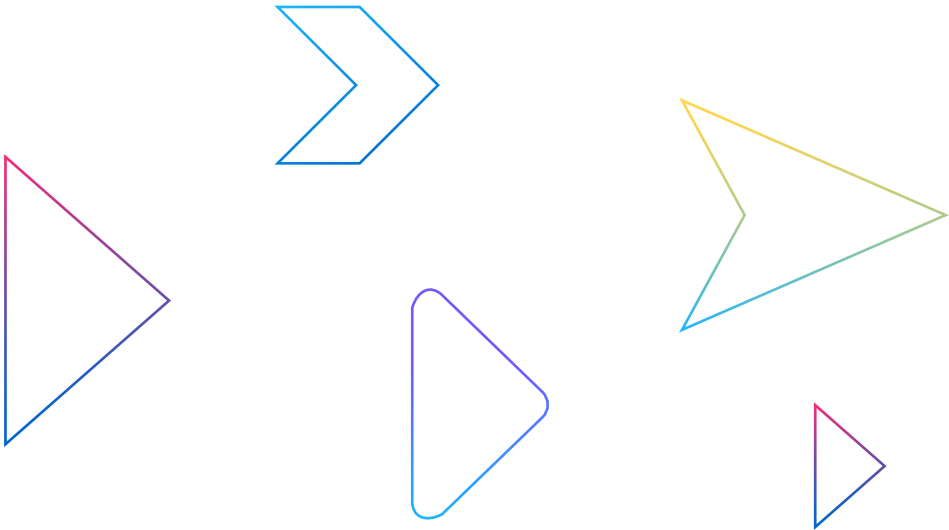
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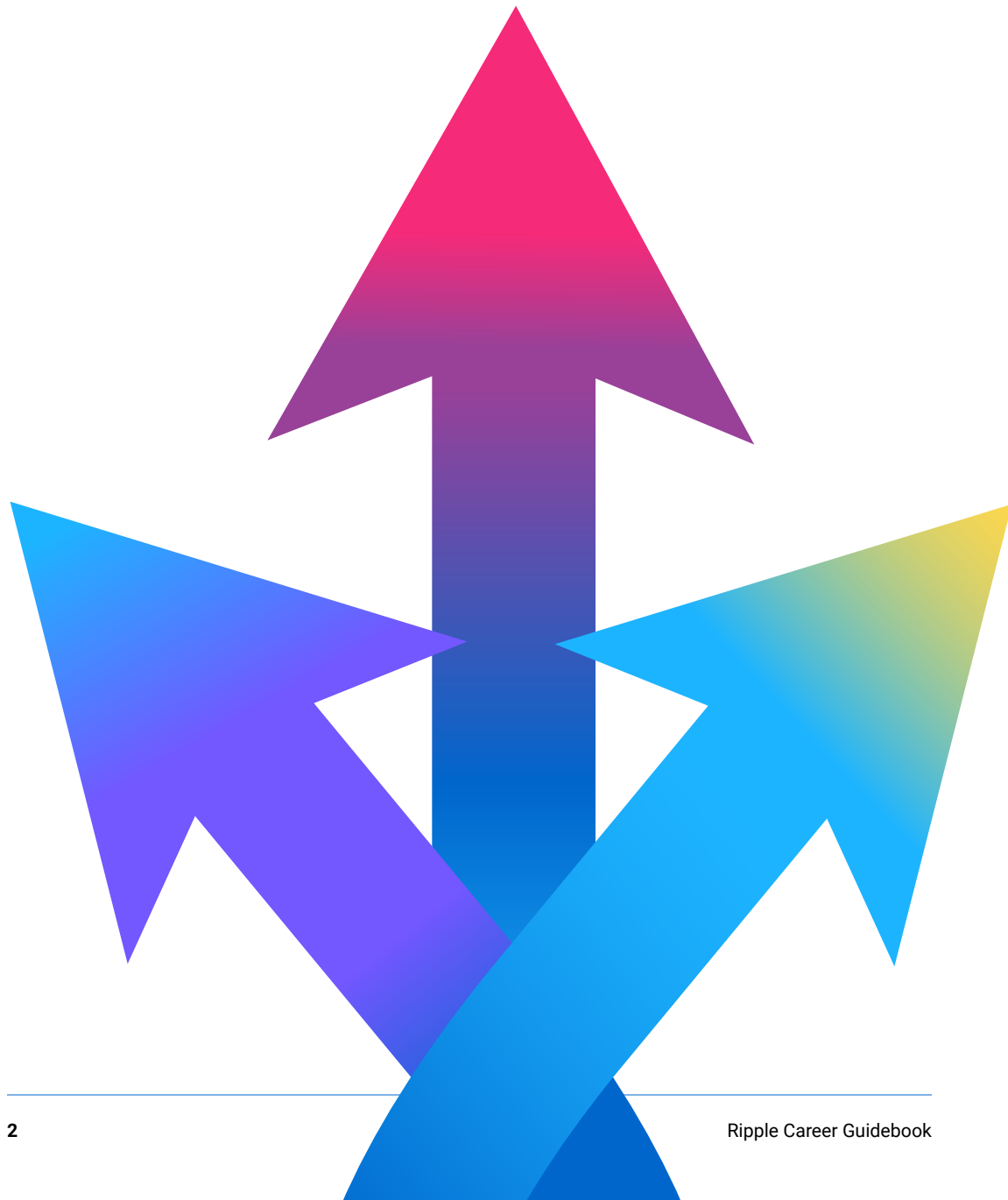


Ripple Career  
Guidebook

This is a companion guide to  
the Design Your Path workbook,  
which you can download at:  
<http://ripl.link/workbook>



# A Guide to Ripple's Career Framework



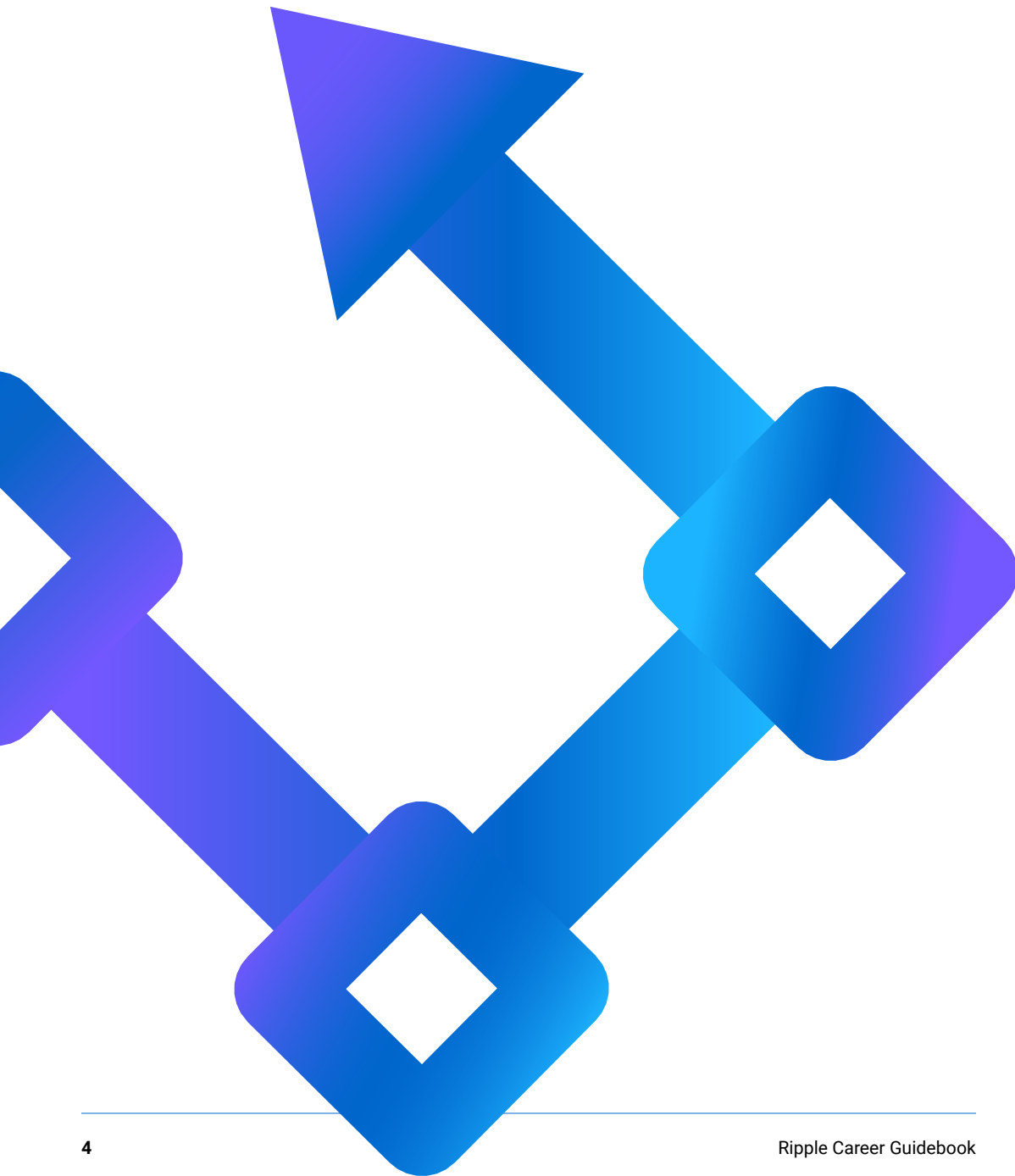
**The career framework is like a map** or guide to career success here at Ripple. It establishes accessible, consistent, and equitable approach to career progression.

Each of our roles has a unique set of tasks (**scope**), responsibilities (**execution**) and a unique set of skills (**expertise**) needed to perform those tasks well.

Our career framework groups together roles with similar scope, execution, and knowledge into levels. These levels form a framework for setting expectations, measuring performance, recruiting talent, and assessing readiness for promotions.

And, most importantly, it can help you shape your Individual Development Plan and optimize your impact here at Ripple.

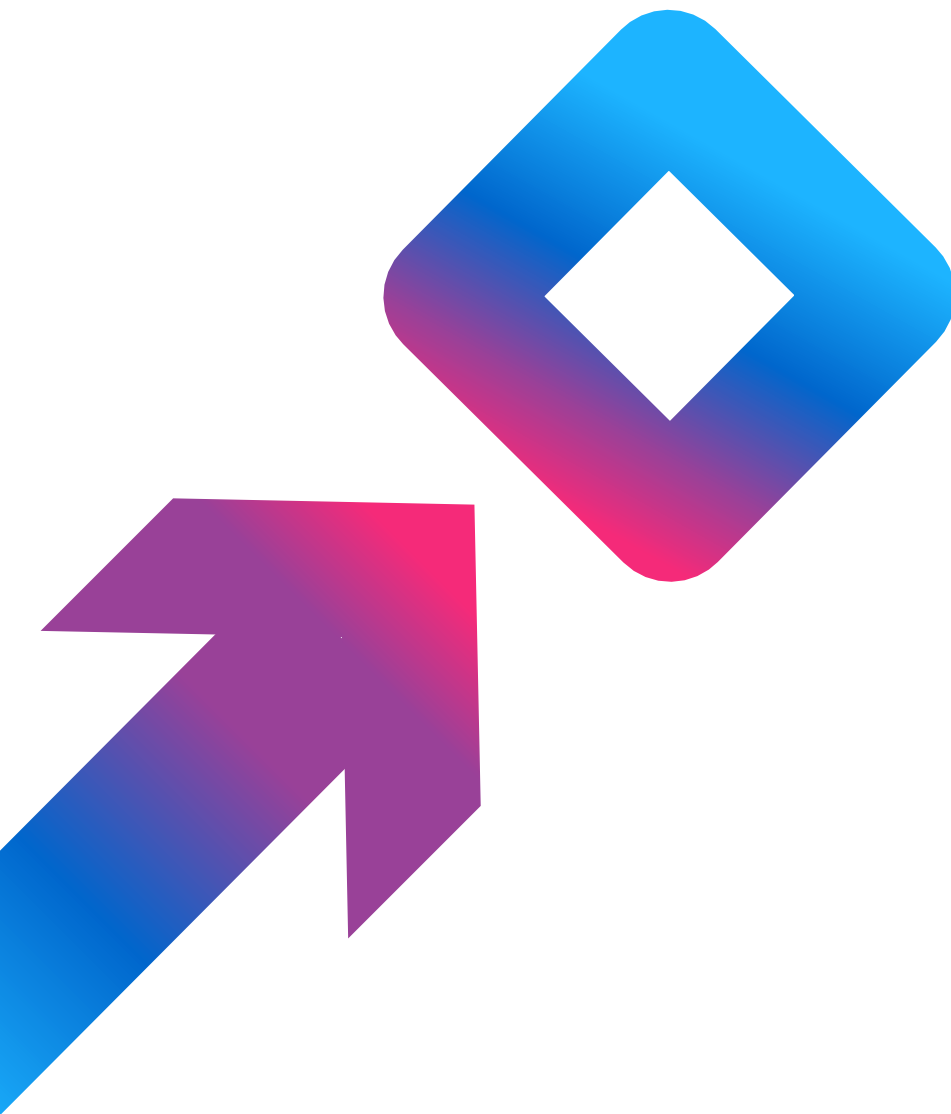
# How to Use the Framework



## **The Career Framework will help you:**

- Clarify expectations
- Create your Individual Development Plan
- Interview candidates effectively
- Have better career conversations
- Give and receive feedback
- Own your career

# About the Framework



The expectations outlined in the framework are:

**Cumulative**, in that the behaviors at a particular level encompass those before them.

**Indicative and suggestive** of what is expected by role but is not an exhaustive list.

**Aligned** with organizational talent needs to ensure this tool is driving business results.

**Consistent and inclusive**, the career framework helps in clarifying expectations for roles as well as empowering all Ripples to own and drive their development so that they are successful in their careers. This focus on development leads directly to the success of the organization.

# Leveling Up

**Many Riplers want to know what it takes to be promoted at Ripple.** Promotion is only one aspect of career happiness. If advancing to the next career level is important to you, here's what you need to know.

Each year, at the end of the year, each manager reviews both the needs of the team and the readiness of the individuals on their team to advance.

## Needs

Based on the team objectives and how roles on the manager determines their talent needs.

## Readiness

Each individual is reviewed based on the **WHAT** (*execution and expertise*) and the **HOW** (*living the LEGGOS values*) to determine who is ready to move to the next level.

Based on this review, we award promotions. Outside of this annual cycle, we do a mid-year review in July based on special needs and exceptions.

# The What

The “What” is about results achieved, timeliness, and quality of work produced reflected in career frameworks. As you progress in your career the definition of success changes. Here is an example framework; actual titles and expectations vary from team to team.



100 ▶

**Coordinator / Analyst**

Focused on execution of clearly defined work within their area.

200 ▶

**Specialist**

Independently works on problems of basic to moderate scope.

300 ▶

**Sr. Specialist / Lead**

Analyzes problems and develops solutions to moderate to complex objectives related to their function or area of specialization.

400 ▶

**Staff / Manager**

Collaborates to design and implement solutions to complex functional objectives.

500 ▶

**Sr. Staff / Sr. Manager**

Works on complex and unique issues that drive functional strategic objectives.

600 ▶

**Principal / Director**

Utilizes highly specialized skills and company knowledge to achieve strategic objectives.

700 ▶

**Distinguished / Sr. Director**

Assesses, identifies and evaluates fundamental issues, providing strategy and direction for major functional areas.

# The What

Here's a deeper dive into expectations at the different levels. Career progression looks different for each team. Ask your manager to learn more about the career framework for your team.

## Coordinator / Analyst

### *Scope & Complexity*

Focused on execution of clearly defined work within their functional area with limited scope.

### *Expertise*

Learns to use professional concepts. Applies company policies and procedures to resolve routine issues.

### *Execution*

Follows standard practices and procedures in analyzing situations or data from which answers can be readily obtained. Normally receives detailed instructions on new work.

## Specialist

### *Scope & Complexity*

Independently works on problems of basic to moderate scope. Works with their manager to navigate some of the more complex assignments. Builds productive internal/external working relationships.

### *Expertise*

Developing professional expertise, applies company policies and procedures to resolve a variety of issues.

### *Execution*

Normally receives limited instructions on routine work. Exercises judgment within defined procedures and practices to determine the appropriate action.

## Sr. Specialist / Lead

### *Scope & Complexity*

Analyzes problems and develops solutions to moderate to complex objectives related to their function or area of specialization. Works with functional leaders and may provide guidance to developing team members on aspects of the job. May receive guidance on new projects or initiatives.

### *Expertise*

A seasoned, experienced professional with a full understanding of area of specialization; resolves a wide range of issues in creative ways.

### *Execution*

Normally receives little instruction on day-to-day work; may receive guidance on new projects or initiatives. May provide guidance to developing team members on aspects of the job. Demonstrates good judgment on methods and techniques for obtaining solutions.



# The What

## Staff / Manager

### *Scope & Complexity*

Collaborates to design and implement solutions to complex functional objectives requiring in-depth evaluation of variable factors. Determines methods and procedures on new assignments and coordinates activities of others – non people managers at this level are seen as team leader or role models.

### *Expertise*

Having wide-ranging experience, uses professional concepts and company objectives to resolve complex issues in creative and effective ways.

### *Execution*

Builds strong cross functional relationships to achieve business objectives. Aligns work with other functional managers and between departments. Networks with key contacts outside own area of expertise.

### *People Managers*

Coordinate work through team members to achieve required results. Possess basic management capabilities and leadership fundamentals. Ensures a high bar for quality and develops processes to measure, maintain and improve it.

## Sr. Staff / Sr. Manager

### *Scope & Complexity*

Works on complex and unique issues that drive functional strategic objectives. Acts independently to determine methods, procedures, and evaluation criteria for obtaining results. Is a mentor and role model to others within function.

### *Expertise*

Having broad expertise or unique knowledge, uses skills to contribute to development of company objectives and principles and to achieve goals in creative and effective ways.

### *Execution*

Collaborates with senior leaders to design and implement solutions to complex cross functional and departmental objectives.

### *People Managers*

Establish and assure adherence to budgets, schedules, work plans, and performance requirements. In some instances this manager may have subordinate supervisors. Possess advanced management capabilities and leadership awareness. Regularly interacts with other senior managers or executive levels on matters concerning functional areas, divisions, and/or customers. Requires the ability to change the thinking of, or gain acceptance from, others in sensitive situations.

# The What

## Principal / Director

### *Scope & Complexity*

Utilizes highly specialized skills and company knowledge to achieve strategic objectives. Exercises wide latitude in determining objectives and approaches. Works on issues that impact business success and future concepts, products or technologies. Regularly interacts with executives and/or major customers. Interactions frequently involve negotiating or influencing other leaders regarding matters of significance to the organization.

### *Expertise*

As an expert in the field, uses professional concepts in developing resolution to critical issues and broad design matters. Directors possess significant managerial and leadership acumen and insight

### *Execution*

Creates formal networks with key decision makers and serves as external spokesperson for the organization.

### *People Managers*

Provides direction to multiple teams, often managing others that lead teams. Participates in performance management and calibration. Provides mentoring and people strategy to teams that he/she manages. Drives org design with team clear lines of ownerships. Hires, develops and retains high performers and culture. Directs and controls the activities of a broad functional area through managers or professional level individual contributors. Controls planning, staffing, budgeting, managing expense priorities, recommending and implementing changes to methods.

## Distinguished / Sr. Director

### *Scope & Complexity*

Directs function(s) or sub function(s). Recognized as an influential leader. Assesses, identifies and evaluates fundamental issues, providing strategy and direction for major functional areas. Requires in-depth knowledge of the functional area, business strategies, and the company's goals. Defines functional strategies and ensures execution of goals that are strategically important but focused area of the business.

### *Expertise*

Strategic and key business leader whose knowledge and expertise is critical to the overall success of Ripple. An expert leader who can provide coaching and business direction both vertically and horizontally across the business.

### *Execution*

Partners with senior leaders and builds strong relationships in other departments to support innovative concepts and promote new ideas. Decisions impact the success of longer term strategies of key importance to Ripple. Role has strategic impact that may represent significant risk or opportunity to the respective business group, function or cross-organization impact. Interacts internally and externally with executive level management, requiring negotiation of extremely critical matters. Influences policy making.

### *People Managers*

Provides direction to multiple teams, often managing others that lead teams. Provides mentoring and direction and people strategy to teams that he/she manages. Serves as a coach and mentor for senior positions across Ripple. Helps create a talent management strategy that drives success.

# Leveling Up: The How

At Ripple, it isn't just what you accomplish, but also how you do it. The "How" is working in a way that is aligned with Ripple's LEGGOS values.

## All Riplers ➤

### *Live It / Enjoy It*

- Brings passion and personal commitment to what they do.
- Regarded as someone others want to work with.
- Builds relationships within and outside of one's team.
- Contributes to an enjoyable culture.

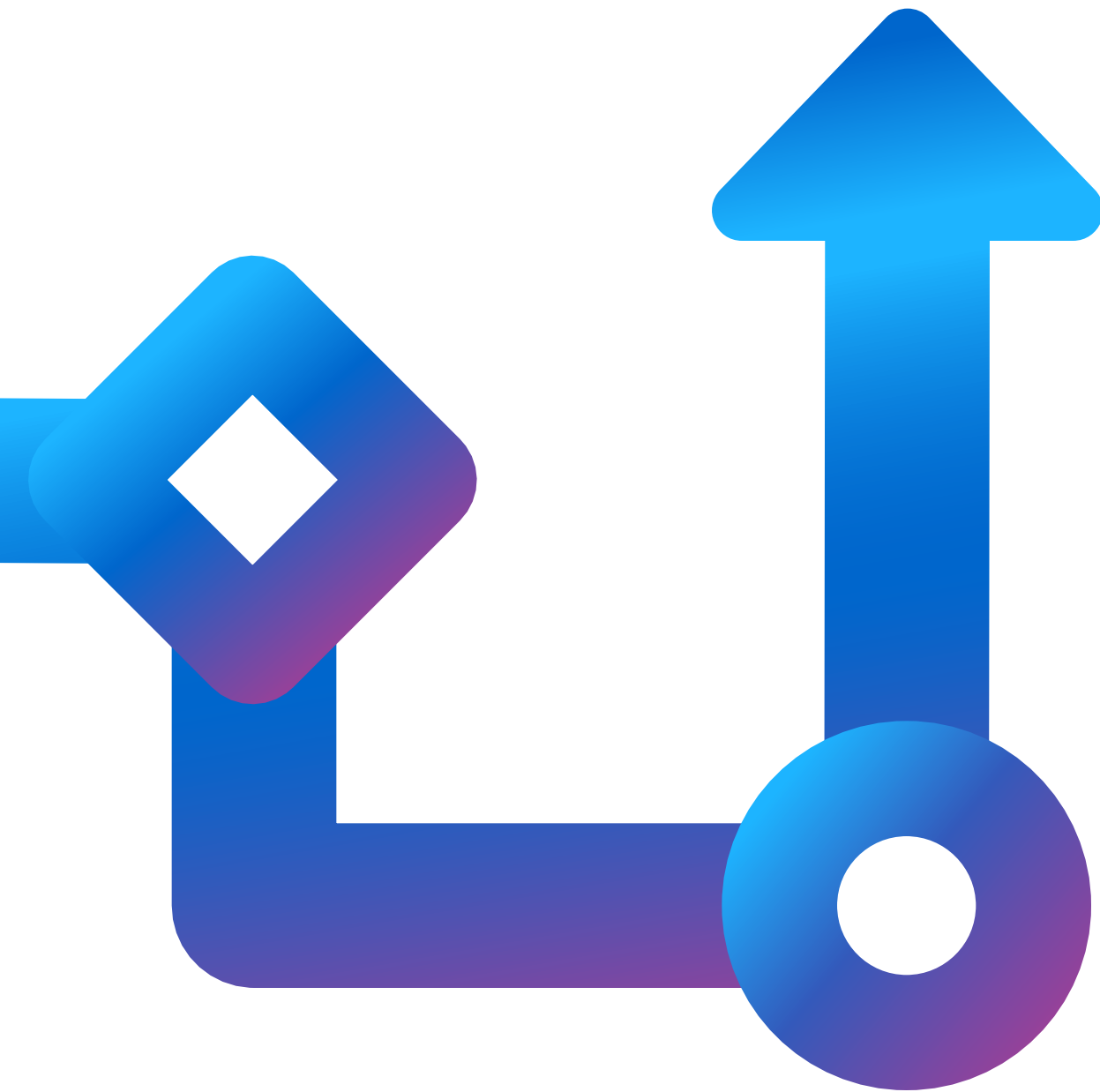
### *Get it Done / Go For It*

- Brings passion and personal commitment to what they do.
- Contributes to team activities.
- Effectively collaborates to solve problems.
- Proposes improvements to systems/processes.
- Innovates and identifies opportunities for significant impact.
- Willing to take risks and learn from mistakes.

### *Own It / Say It*

- Goes beyond job responsibilities when necessary to support team and ensure team and company objectives are met.
- Speaks up directly.
- Stays informed.
- Communicates respectfully.
- Helps to resolve conflict.
- Shares knowledge.
- Provides feedback and mentorship to peers.

# Leveling Up: The How



## Leaders at VP and SVP ▶

### *Live It / Enjoy It*

- Inspires passion through personal commitment to Ripple's Mission and Vision.
- Accessible, humble, kind.
- Influential and respected.
- Has positive relationships with Riplers at all levels.

### *Get it Done / Go For It*

- Sets clear goals and models high standards for quality work.
- Track record of effectively leading large projects and teams.
- Improves organization through tools, process, and people.
- Motivates through stretch objectives and celebrating intelligent risk taking.
- Models Growth Mindset and Creates succession plans
- Provides coaching and mentoring.

### *Own It / Say It*

- Takes responsibility.
- Puts Ripple first.
- Owns operational performance.
- Aligns team strategy, goals, and metrics with company.
- Actively listens.
- Shares information thoughtfully.
- Models intellectual honesty.
- Communicates complex information to all levels

# Internal Mobility



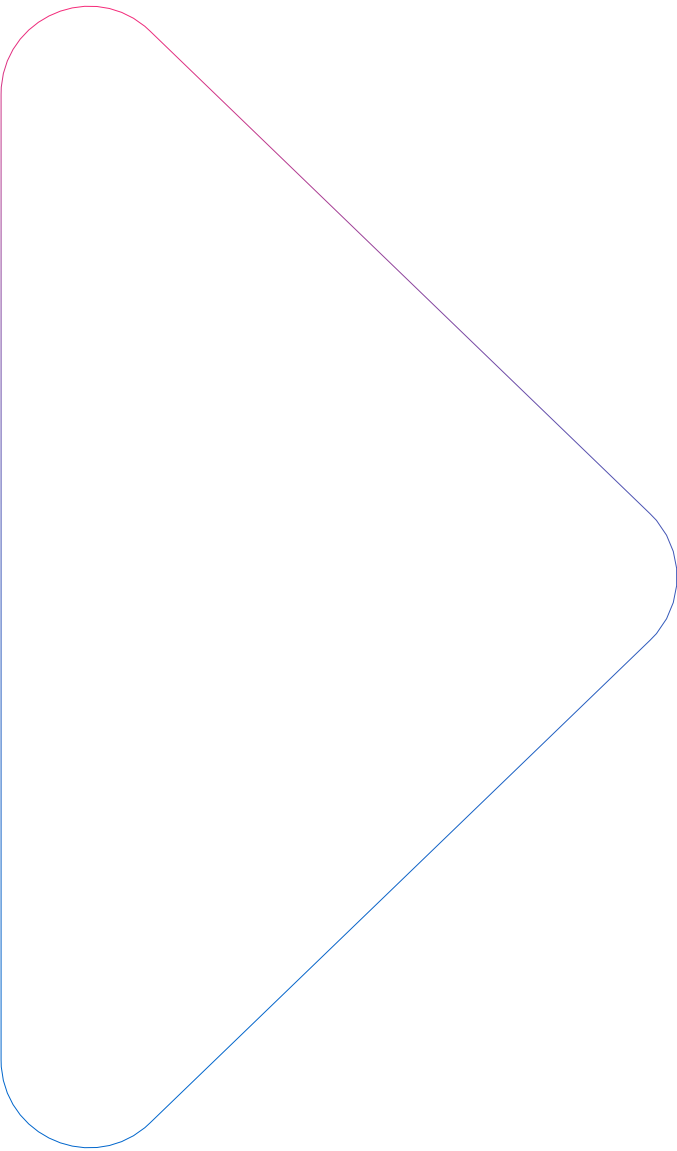
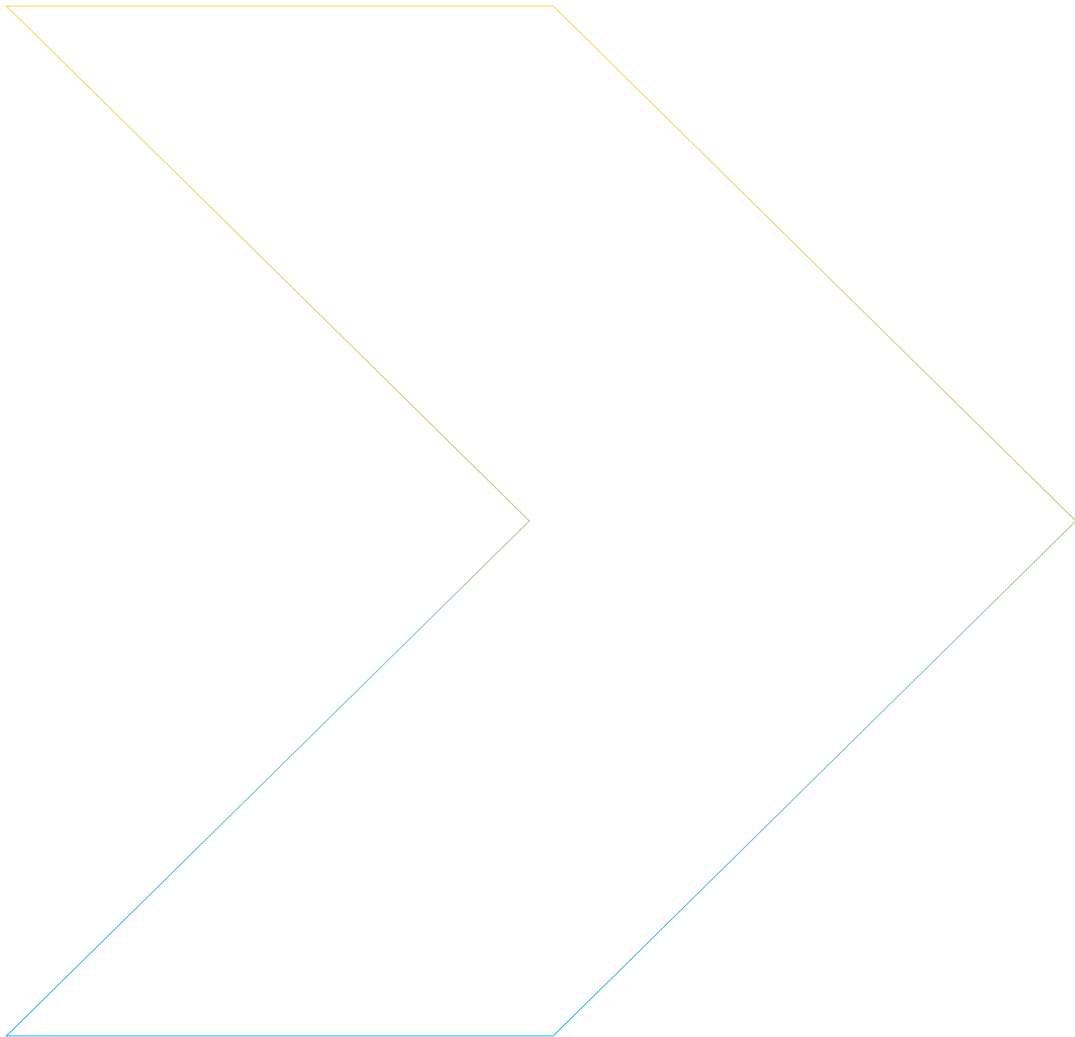
**Sometimes career advancement isn't about leveling-up. Sometimes the next move is sideways or just new.**

Take advantage of internal career mobility offering to apply for other roles within Ripple to grow and develop your skills.

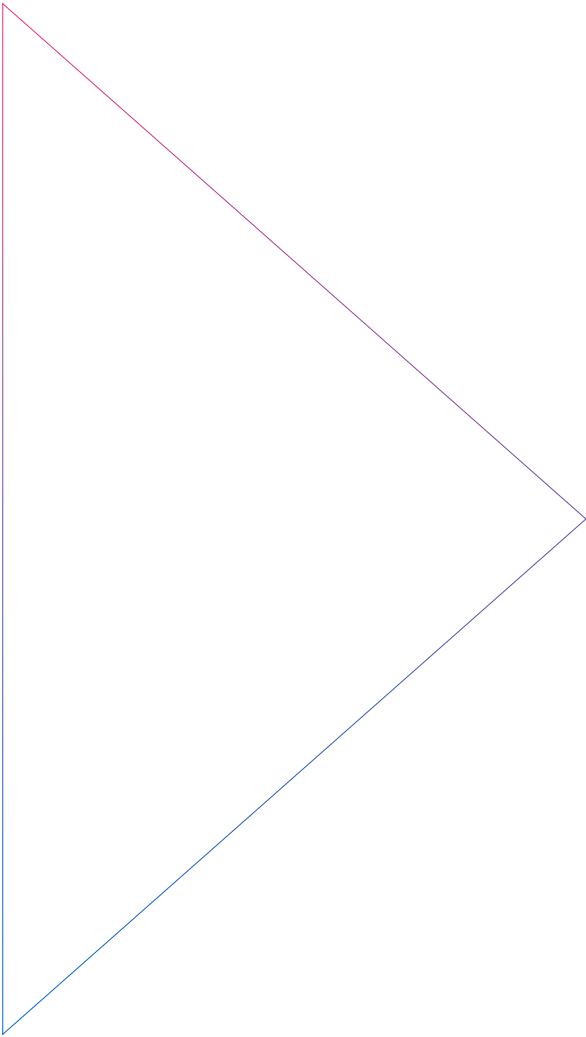
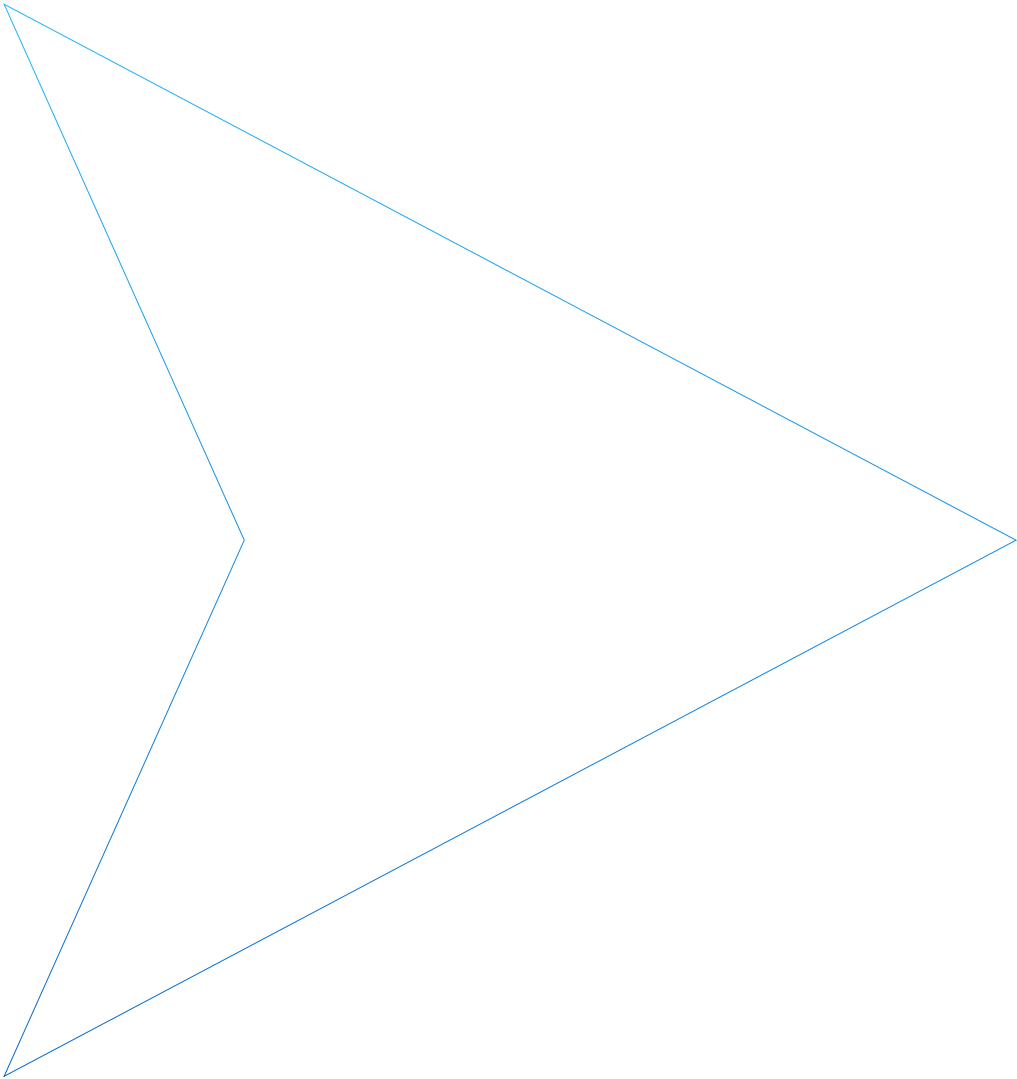
If there is a role posted that you're interested in applying for, you can arrange a confidential inquiry with the hiring manager to explore whether the role is right for you.

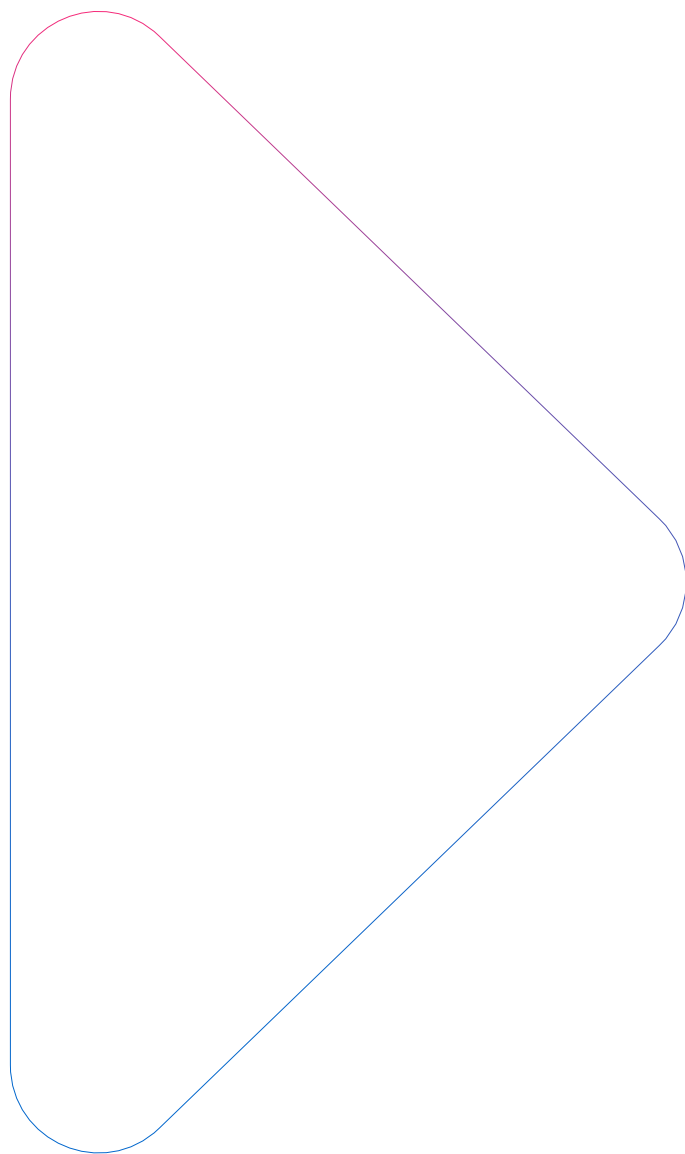
More information on internal mobility can be found at <http://ripl.link/mobility>

# Notes



# Notes





Join **#learning** on Slack for the latest information

For questions and information visit the **Learning Well** on your OKTA home or email **learning@ripple.com**

This is a companion guide to the Design Your Path workbook, which you can download at:  
<http://ripl.link/workbook>



