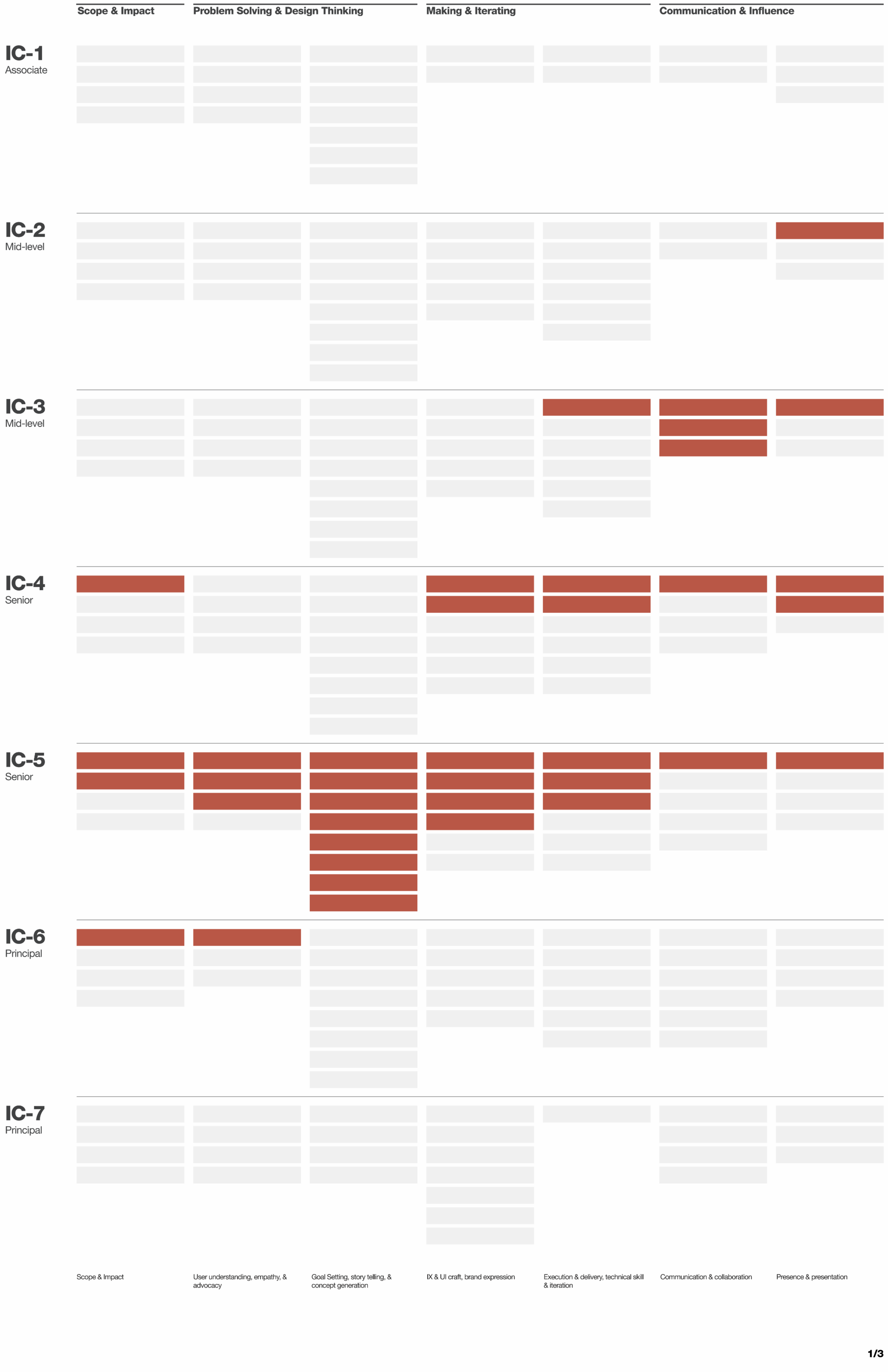
Distributing my skills against the Hover leveling matrix

The layout of this matrix matches the ***Design Levels*** spreadsheet. It's a dense thing and does a good job of describing design roles, but I find it hard to map myself onto it. My first attempt is attached at the end, and shows the raw data I used for these graphics.

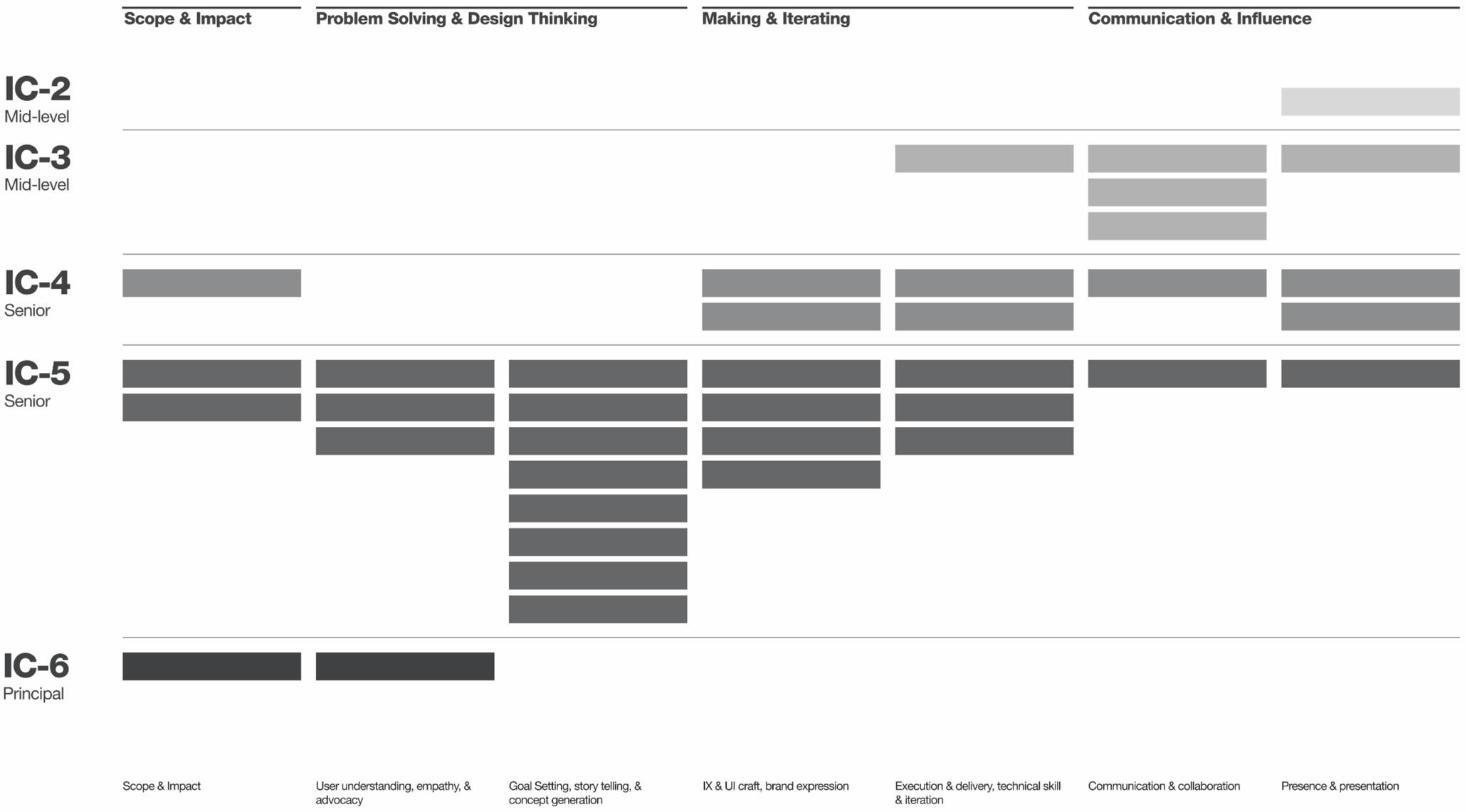
Each grey box represents a cell on the spreadsheet. Inside each cell is a described ***skill***. These skills belong to groups called ***skill domains***. There are varying quantites of skills in each domain— the grey mass gives an impression of where the spreadsheet is more (and less) descriptive.

Red boxes show my self-graded position on the matrix. If I agree with a cell, I mark it red.



A Condensed View

Removing unmarked boxes focuses the graphic on the shape of my work. A darker overall impression correlates to more advanced skills. My strengths appear to be monolithic, weaknesses are more scattered across levels.



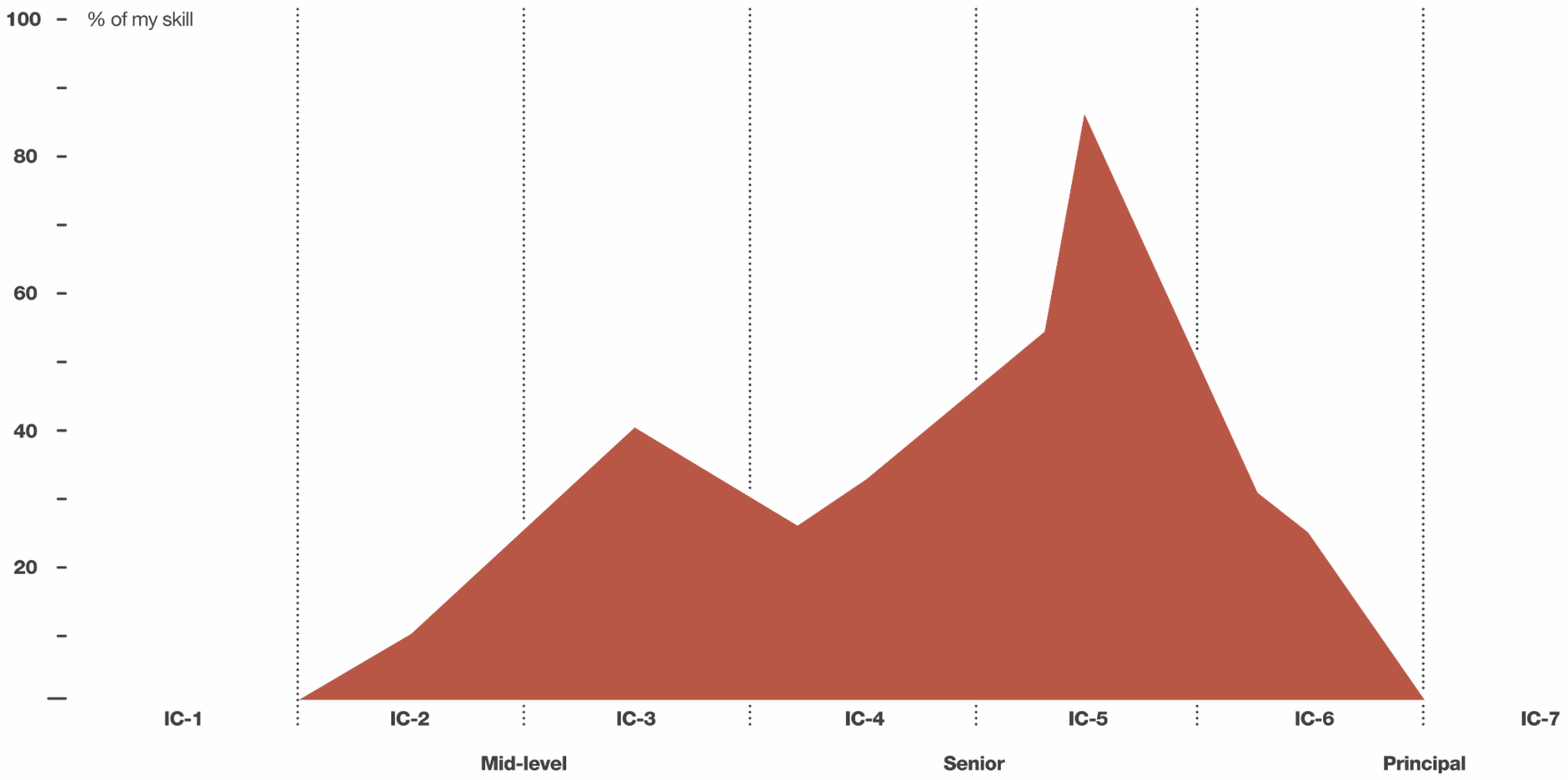
Skill distribution, a percentage

My instinct is that each skill is important, so domains with more skills deserve the extra weight shown in previous graphics. It's harder to meet 8 criteria than it is to meet 3, all else equal.

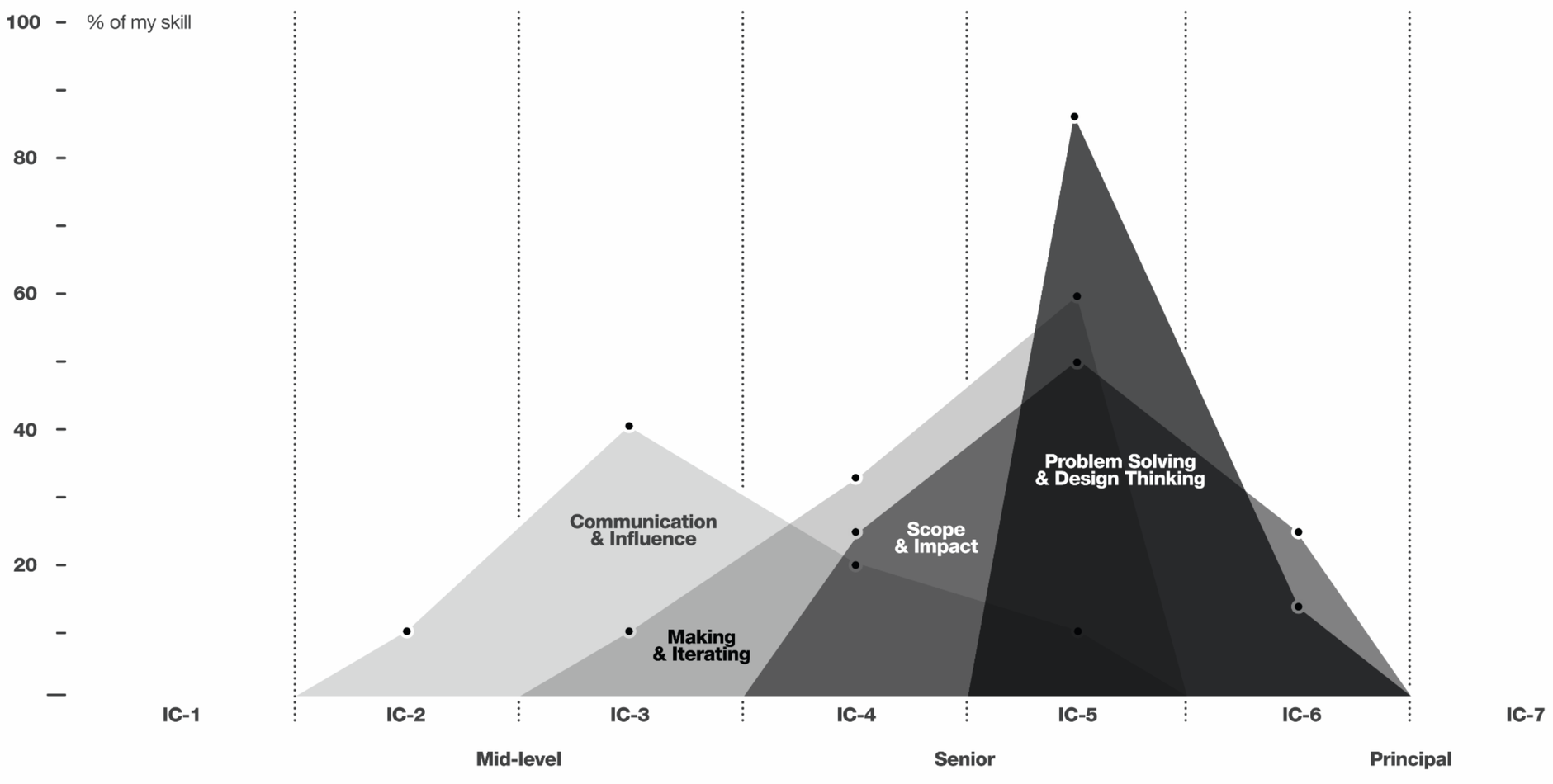
I've been wrong today, so here is the distribution plotted by %— removing the author's domain weighting. All the skills described in a domain add up to 100%, so individual skills in sparse domains become more important.

The area under the data peaks at IC-3 and IC-5, which tells a slightly different story, perhaps with the same conclusion.

Unweighted Skill Distribution Across Levels — Impression



Unweighted Skill Distribution Across Levels — By Domain



	Problem Solving & Design Thinking			Making & Iterating		Communication & Influence	
	/ Scope & impact	/ User understanding, empathy & advocacy	/ Goal setting, storytelling, concept generation	/ IX & UI craft, brand expression	/ Execution and delivery, technical skill and iteration	/ Communication & collaboration	/ Presence & presentation
IC-1 Associate Product Designer	**Description:** Entry level position. Requires little to no experience in discipline. **Job Complexity:** Works on well-scoped problems with heavy support. Follows standard practices and procedures. **Scope/Decision Making:** Self, supporting role. Receives substantive guidance on most work. **Impact:** Component of a project, led by manager or Team Lead. Revisions on existing solution. Is learning fast and able to play an apprentice role.	**Understanding User Needs:** Able to remember user need throughout project and draw a connection back to it. **Uncovering User Needs:** Observes and takes notes in research sessions, assists researcher with set-up, discussion guide and preparing stimuli. **Representing User POV:** Can recite user-facing benefit and goal for the project they are working on. **Competitive Analysis:** Performs competitive analysis and points out noteworthy details.	*Supports projects by assisting a lead designer or manager.* **User Stories:** Assists lead designer by creating parts of an already-defined user journey. **Artifacts:** Iterates on a mock, wireframe, or user journey that has been pre-scoped. **Concepts:** Generates loose exploratory concepts based on a brief. **Systems Thinking:** surveys existing product and illustrates variations and structures that exist, using diagrams or charts. **Zooming In and Out:** Over the course of their project, covers both high level and tactical level details. **Design Sprints:** Provides ideas and feedback in design sprints. **Validating Designs:** Assists the lead to create testable concepts.	*Little existing knowledge or experience.* **Responsibility:** Can take on small design projects with specific direction and a pre-existing set of guidelines. **Artifacts:** Iterates on a mock, wireframe, or user journey that has been pre-scoped. **User Interface:** Working knowledge of basic UI design. Deliver UI that follows our design system.	**Knowledge of Platform:** Design execution has a point of view. Elements are visually prioritized with clear hierarchy. **Commitment to Delivery:** Solves a local problem in the UI or user journey.	Articulates the reasons and rationale behind each design decision. Reviews work with their mentor or design lead.	Presents work at design reviews, cross-functional and design-team wide. Articulates the reasons and rationale behind each design decision. Reviews work with their mentor or design lead.
IC-2 Product Designer	**Description:** Position of emerging functional expertise. Requires developing skill sets and proficiency within discipline. **Job Complexity:** Works on well-scoped problems with little support. Follows standard practices and procedures. **Scope/Decision Making:** Normally receives general instructions on routine work, more thorough guidance with frequent check-ins on new projects or assignments. **Impact:** Component of a project, led by manager or Team Lead. Revisions on existing solution.	**Understanding User Needs:** Able to intuit and ask questions to derive user needs, motivations, and draft tasks in a given problem space. **Uncovering User Needs:** Studies output from researcher and asks questions/can apply insights to design choices. **Representing User POV:** Learning and beginning to act as living voice of user POV and represent user sensitivities on a project team. **Competitive Analysis:** can select from and draw upon examples to discover design opportunities, at the scope of their project.	*Executes on well-defined projects with instruction on day-to-day work, supported by lead designer or manager.* **User Stories:** Suggests user stories and journeys and supports their lead to solidify them. Can visually express these journeys. **Artifacts:** Creates various artifacts (wireframes, mocks, system diagrams), in projects that require defined procedures. Is starting to gain judgement on which artifacts to use when. **Concepts:** Creates multiple concepts that respond to user needs, in a scope that is focused and isolated without many dependencies. **Systems Thinking:** Given initial framing, illustrates how solution adapts to varying conditions in the system. **Zooming In and Out:** Over the course of the well-defined project, provides both the zoomed out context for concept, and zoomed in details. **Scoping:** Produces designs that reflect the scope of an MVP, given a clear definition. **Design Sprints:** Provides ideas and feedback in design sprints. **Validating Designs:** pros with a researcher or manager to create appropriate designs for research and validation.	*All behaviors from L1, plus:* **Responsibility:** Can take on small, well defined projects with support **User Interface:** Creates self-contained solutions that take up a small part of UI or user journey. Able to craft appropriate user interfaces based on existing components and user goals. **Prototyping** Can create prototypes to communicate a flow or an idea. **Visual Design:** Working knowledge of visual communication paradigms. Understands design theory and can work with existing design elements. **Brand:** Has had exposure to brand and style guidelines and the usage of those guidelines.	**Knowledge of Platform:** Developing knowledge of platform conventions and constraints across web, mobile web, iOS (phone & tablet), Android (phone & tablet); limited knowledge of accessibility issues. **Commitment to Delivery:** Keeps all stakeholders and working pros in the loop throughout design phase; follows up on all issues promptly; needs a lot of guidance to resolve conflicts; needs a lot of guidance to iterate. **Knowledge of Tools:** Developing knowledge of all existing tools (including, but not limited to Sketch, Invision & Photoshop); limited understanding of frontend code in relation to executing designs (including, but not limited to CSS & JS). **Comprehensiveness of Documentation:** Needs a lot of guidance to document different states, error case handling, edge cases; developing knowledge of preparing design documentation (i.e. Sketch files) cleanly (including, but not limited to typesetting to grid, use of components and patterns, layers are named, elements are aligned and snapped to pixels). **Attention to Detail:** Developing knowledge of effective use of elements (including, but not limited to visual design and copy); learning how to work with Engineers (i.e. pixel-push, transitions, review copy and flows) to deliver designs to specifications. **Use of Patterns:** Developing knowledge of Hover design patterns and conventional platform patterns.	*All behaviors from L1, plus:* + Starts to collaborate with PM and engineering counterparts.	*All behaviors from L1, plus:* + Reviews work with their mentor or design lead. With the lead's help, reviews with x-functional pros. **+ Captures team feedback efficiently for iteration. Follows up questions in a timely manner, and shares designs appropriately throughout design phase for feedback.**
IC-3 Product Designer	**Description:** Position of emerging functional expertise. Requires moderate skill sets and developing proficiency within discipline. **Job Complexity:** Responsible for planning and executing independently on solo projects. Exercises judgment within defined procedures and practices to determine appropriate action. **Scope/Decision Making:** Normally receives lightweight instructions on day-to-day work, more thorough guidance with frequent check-ins on new projects or assignments. **Impact:** Project level, on often straightforward projects.	**Understanding User Needs:** Knowledgeable about user needs and uses this knowledge to identify existing gaps in a localized domain of ownership. Honing opinions on prioritization. **Uncovering User Needs:** Understands output from researcher and decides which updates to stimuli to make, with lightweight instruction on day-to-day work, to perform design research. Active participant in synthesis of observed behavior and comments from users. **Representing User POV:** Co-creates with PM and Eng in order to guide product direction. With lightweight day-to-day guidance, confident in championing user perspective to balance with Eng and PM. **Competitive Analysis:** Understands differences, learns from and connects the best aspects of competitor products and draws upon them to inform design.	*Executes on solo projects with lightweight instruction on day-to-day work.* **User Stories:** Creates a coherent user story and journey based on easily accessible information and insights. **Artifacts:** Uses their own judgement, picks the best method to express concept for any given part of a project. Is versatile, and produces any fidelity or type of concept artifact. **Concepts:** Creates multiple concepts that address and prioritize user needs. **Systems Thinking:** Grasps and illustrates how solution adapts to varying conditions in the system. Identifies with some direction, complexities and variations. **Zooms In and Out:** Over the course of the project, steps back and defines the full picture, and steps closer and defines details. **Scoping:** Suggests essence of a successful MVP. With guidance, negotiates scope with X-functional team. **Design Sprint:** Provides ideas and feedback in design sprints, incorporates multiple stakeholder needs. With lightweight guidance from manager, follows up with designs that synthesize outcomes of the sprint. **Validating Designs:** usering with a researcher or manager, creates appropriate designs for research and validation.	*All behaviors from L2, plus:* **User Interface:** Expertly crafts an overall experience through user flows, sketches, wireframes and highly polished design. Quickly creates multiple well-reasoned user flows and interaction models to reach the simplest possible solution. **Prototyping:** Prototypes with versatility to communicate visualizations, layout, transitions, and responsiveness. **Brand:** Properly utilizes brand and design system and style guidelines. **Visual Design:** Strong knowledge of visual communication paradigms, composition, color, typography **Design Systems:** Augments existing guidelines when necessary to solve a given problem.	**Knowledge of Platform: Demonstrates good knowledge of platform conventions and constraints; demonstrates good knowledge of accessibility issues.** **Commitment to Delivery:** Resolves conflicts but needs guidance; iterates but needs some guidance. **Knowledge of Tools:** Good knowledge of all existing tools; basic understanding of frontend code in relation to executing designs . **Comprehensiveness of Documentation:** Needs some guidance to document different states, error case handling, edge cases; good knowledge of preparing design documentation. **Attention to Detail:** Good knowledge of effective use of elements; adept at working with Engineers to deliver designs to specifications. **Use of Patterns:** Good knowledge of Hover design patterns and conventional platform patterns.	***All behaviors from L2, plus:*** **+ Collaborates on a frequent basis with other stakeholders and designers.** **+ Gives well-reasoned arguments when a solution is disputed.**	*All behaviors from L2, plus:* **+ Leads the review of their work by inviting teammates and facilitating reviews independently.** **+ Presents work within their team and other product teams in the company.**
IC-4 Senior Product Designer	**Description:** Career level position within field. Requires moderate experience and proficienoy in discipline. **Job Complexity:** Responsible for broad, ill-defined projects; identifies problems and develops novel approaches. Demonstrates good judgment in selecting methods and techniques for obtaining solutions. **Scope/Decision Making:** Normally receives little instruction on day-to-day work, general instructions on new assignments. **Impact: Problem-level, on complex projects. Delivers on both expected, and ambiguous problems and needs little instruction. Can level-up and think beyond the charge of immediate and expected scope in order to challenge and inspire with better, more non-conventional design concepts. Independence + ambiguity.**	**Understanding User Needs:** Knowledgeable about user needs and uses this to identify existing gaps not just in their area of focus, but overall in the user's journey. Articulates priority of research needs. **Uncovering User Needs:** Efficiently synthesizes observed behavior and comments from users. Interprets non-obvious signals to come up with hypotheses. Applies this thinking to their project and loosely related parts of the platform. **Representing User POV:** Proposes hypotheses around user motivation and goals. Creates project goals and objectives based on user needs in the scope of their own project. **Competitive Analysis:** Industry aware. Often references related products, noting differences and strengths/weaknesses of their design solution relative to them to inform design solutions and raise the quality bar. Understands underlying similarities and differences. Has the judgement to determine whether an idea applies to Hover or not.	*Leads solo projects with little instruction.* **User Stories:** Creates a coherent user story and journey even when sources of information are scattered or ill-defined. **Artifacts:** Using their own judgement, picks best method to express concept, is versatile, and can produce any format or fidelity of concept. Adapts deftly in projects with ill-defined procedures and multiple variables. **Concepts:** Creates multiple concepts that address and prioritize stakeholder user needs. Difference from L3 to L4 is in complexity of project one can handle. **Systems Thinking:** Grasps and illustrates how solution adapts to varying conditions in the system. Identifies with little direction, complexities and variations. Suggests ideas on how to make system more efficient and elegant. **Zooms In and Out:** Steps back and defines the full picture, and steps closer and defines details. Does this deftly, and takes a collaborator along this process to gain common ground. **Scoping:** Defines and articulates clarity of a successful MVP, able to judge and negotiate with the team what is and isn't enough to stand as a viable product. **Design Sprints:** Plans and runs design sprints, follows up afterward by setting next steps and delivering output. **Validating Designs:** Suggests design format or research method to validate their hypothesis and concept, discusses how to handle conditions of schedule and stakeholder availability with teammates.	*All behaviors from L3, plus:* **Visual Design: Expert in graphic and visual communication methods and theory.** **Prototyping:** Produoes effective prototypes at higher fidelity and polish, more quickly across a range of form factors. **Brand / Design Systems: Has contributed in creating style guidelines and design systems for a product.** Keeps tightly aligned with existing design trends and paradigms and knows how to leverage them when appropriate. + Understands the philosophy and importance of brand and applies its essence into the experience.	**Knowledge of Platform:** Advanced knowledge of conventions and constraints; advanced knowledge of accessibility issues; developing skills to propose well-oonsidered, holistic solutions that are scalable to all platforms, taking into account end-to-end user experience (including, but not limited to navigating between different platforms). **Commitment to Delivery:** Brainstorms with different stakeholders to ensure well-rounded solutions; Resolves conflict with minimal (or no) guidance; iterates with minimal (or no) guidance. **Knowledge of Tools:** Advanced knowledge of all existing tools; good understanding of frontend code in relation to executing designs; basic understanding of architectural constraints; developing knowledge on metrics-driven design (including, but not limited to analyzing data and forming hypotheses). **Comprehensiveness of Documentation: Needs** minimal (or no) guidance. **Attention to Detail: Advanced knowledge of effective use of elements.** **Use of Patterns:** Builds on existing patterns in a useful and scalable manner with some guidance	*All behaviors from L3, plus:* + Proactively seeks out feedback from team members inside and outside of their immediate team. **+ Expert in cross team collaboration skills and facilitation.** + Begins to own work and decisions around any given project. Makes tough choices with rationale when necessary	***All behaviors from L3, plus:*** + Presents work within their team, to other product teams within the company and to other departments within the company. **+ Demonstrates excellent reasoning for all their design decisions.**
IC-5 Senior Product Designer	**Description: Career level position within field. Requires experience and proficiency in discipline.** **Job Complexity: Works on complex issues where analysis of situations or data requires an in-depth evaluation of variable factors. Exercises judgment in selecting methods, techniques and evaluation criteria for obtaining results.** **Scope/Decision Making:** Determines methods and procedures on new assignments and may coordinate activities of others (e.g., as a mentor). **Impact:** Ideas, the company, function-wide. Company-wide challenges. The L5 sees issues, challenges and solutions across the org and platform. Initiate projects with other stakeholders without being told to do so.	**Understanding User Needs: Demonstrates intuitive knowledge about user needs, and knowledgeable with increasingly advanced research methods. Speaks from professional expertise and draws upon years of research to hone user intuition. Valuable voice in research roadmap planning.** **Uncovering User Needs:** Finds research finding "diamonds in the rough", plays essential role during research . Applies this thinking to scope of entire product or platform. Conducts their own user research, with light assistance. **Representing User POV: Other team members ask and defer for this designer for what the user would do. Comes up with project goals and objectives based on user needs in the scope of their projects that influence the overall product or experience.** **Competitive Analysis: Understands underlying similarities and differences. Has the judgement to determine whether an idea applies to Hover or not, and how it might be changed to apply to Hover.**	***Leads projects and coordinates the work of others (mentees, supporting designer).*** **User Stories: Creates a coherent user story and journey even when sources of information are scattered, ill defined, and when project requires reframing.** **Artifacts: Picks and uses best method to convey and express product concept, without direction. Is versatile, and can produce any format or fidelity of concept. Articulates success criteria and principles for these.** **Concepts: Creates multiple concepts and solutions that address complex stakeholder needs. Solutions often challenge existing assumptions or boundaries while being realistic.** **Systems Thinking: Grasps and illustrates how solution adapts to varying conditions in the system. Identifies without direction, complexities and variations. Advocates for ways to make the system more efficient and, more elegant.** **Zooming In and Out: Steps back and defines the full picture, and can quickly step closer and define practical details. Brings along teammates and stakeholders throughout process to create alignment and clarify outcomes of discussions.** **Scoping: Can draw out essence of a success MVP, able to judge and negotiate and influence what is and isn't "enough" to stand as a viable product.** **Design Sprints (workshops): Judges whether a design sprint is necessary. Plans and runs design sprints with varying scope. Follows up afterward by setting next steps, defining, and delivering output.** **Validating Designs: Suggests design format or research method to validate their hypothesis and**	*All behaviors from L4, plus:* + Has been a creative lead within a brand and style guide project. + A brand expert, who knows how to take brand elements and meaning to create the appropriate tone, feel and message throughout design. **+ Well versed in creation of flows and UI for all types of digital product design including web, tablet and mobile.** **+ Produces highly effective and high fidelity prototypes across all form factors.** **+ Creates all content (imagery, illustration, iconography, copy) as appropriate and as necessary.** **+ Often creates surprising and delightful solutions to any given problem.**	**Knowledge of Platform:** Mentors members of the team to understand the constraints of all different platforms. **Commitment to Delivery: Fast turnaround time, with ability to think on their feet and problem-solve, while maintaining the stringent quality of the iterations.** **Knowledge of Tools: Demonstrates advanced understanding of frontend code in relation to executing designs; demonstrates good understanding of architectural constraints; demonstrates good knowledge on metrics-driven design.** **Comprehensiveness of Documentation:** Mentors members of the team to practice good documentation and good maintenance habits. **Attention to Detail:** Mentors members of the team to pay attention to all details and understand how each element affects the user experience; designs launched are always to specifications. **Use of Patterns: Builds on existing patterns in a useful and scalable manner with minimal (or no) guidance to**	*All behaviors from L4, plus:* + Expert communicator who can speak intelligently to anybody in the company about any given design problem with the appropriate level of strategy and detail. + Proactively identifies and involves adjacent collaborators both withing product org (writing, research, Com Ops) and outsie of product (marketing, content, pedagogy). **+ Considered an equal user to their PM and eng counterparts. Proactively collaborates at all stages of any given project. (Planning, scoping, roadmap items)** + Helps with team building, interviewing and recruiting. Could identify and guide other team members through a topic for of improvement at an offsite or team-wide event.	*All behaviors from L4, plus:* + Demonstrates strong presentation skills and can present work within their team, to other product teams within the company and to other departments within the company. + Actively seeks out ways to share design theory process and techniques, and work internally and externally. **+ Owns end-to-end projects and can lead other designers to the best possible solutions.**
IC-6 Principal Product Designer	**Description:** Recognized as advanced IC within the organization. Subject matter expert with additional experience and/or education in field. **Job Complexity:** Works on significant and unique issues where analysis of situations requires an evaluation of intangibles. Exercises independent judgment in methods, techniques and evaluation criteria for obtaining results. **Scope/Decision Making: Acts independently to determine methods and procedures on new or special assignments.** May supervise the activities of others (e.g., as a mentor). **Impact:** Ideas, function-level impact. Helps team define product concept, steers appropriate scoping and exploration. Guides the functional team to best practices. Owns, initiates, and leads a complex, abstract project, and mentors others (designers, PM, Researchers) on how it's done. Leads by example and influences team's process.	**Understanding User Needs:** Knowledgeable about user needs in overall experience, understands strategically how user, user, and Hover needs from symbiosis. **Uncovering User Needs: Can conduct their own user research independently, from start to finish unaided. Understands what research methods to use. Applies this thinking to scope of entire company and industry. Works with little knowledge and pushes back or recommends alternative processes when needed.** **Representing User POV:** Frames problems and goals with clear user and stakeholder rationale. Well-versed in the user needs at all stages and aspects of the user journey (i.e. across Growth, Flex and Context), and contributes equally to any discussion on any team, at any given time. Comes up with project goals and objectives based on user needs in the scope of their projects that influence the overall company strategy.	*Leads projects and coordinates the work of others (mentees, supporting designer).* **User Stories:** Creates a coherent story that inspires the roadmap and company strategy. **Artifacts:** Identifies the strategy and tasks to be done, at a scope that outlines the work of self and others on the team. **Concepts:** Creates multiple concepts that address complex stakeholder needs. Solutions often challenge existing assumptions or boundaries while being realistic. Influences executive staff decisions. **Systems Thinking:** Grasps and illustrates how solution adapts to varying conditions in the system. Proactively creates ways to make the system more efficient and, more elegant, and makes them happen. **Zooming In and Out:** Masterful. Steps back and define the full picture, and can quickly step closer and define practical details. Guides other designers through this process. **Scoping:** Designs roadmaps for realizing design vision as well as the MVP milestones. Understands reality, and works with those conditions to develop effective definitions. **Design Sprints:** Judges when a design sprint is necessary. Plans and runs design sprints with varying scope. Follows up afterward by setting next steps, defining, and delivering output. Efficiently connects output back to roadmap and plans. **Validating Designs:** Suggests design format or research method to validate their hypothesis and concept, given an abstract problem space.	*All behaviors from L5, plus:* + Unparalleled and historical knowledge of design theory, visual communication, product design and brand strategy. + Deep and varied experience solely creating all elements of numerous products, including user flows, user interface, custom patterns, visual language, brand elements and copy. + Has independently created design patterns that have been or are being used within the design industry as a whole. + Advocates and can speak professionally to the importance of crafting perfect product design experiences.	**Knowledge of Platform:** Members of the team seek out counsel because of deep knowledge and proven expertise; inspires members of the team to think beyond the constraints of the platform and problem-solve in very creative and innovative ways. **Commitment to Delivery:** Inspires members of the team problem-solve creatively balancing product needs, business needs, and user needs; anticipates potential roadblocks and proactively seeks to address them responsibly; motivates members of the team in the face of adversity. **Knowledge of Tools:** Advanced knowledge of frontend code in relation to executing designs, and of architectural constraints; advanced knowledge on metrics-driven design; challenges norms and adept at negotiating between user needs, business needs and product needs; inspires members of the team (from all functions) to support new initiatives; leaders within the company continuously request for you to step in and advise on all matters related to the product and product development cycle. **Comprehensiveness of Documentation:** Develops new processes and ideas to build on good documentation practices that are widely adopted throughout the company. **Attention to Detail:** Challenges, inspires and mentors members of the team to continuously refine every element and think in unusual ways. **Use of Patterns:** Inspires members of the team to develop new patterns that are widely adopted in the product.	*All behaviors from L5, plus:* + Collaborating: Possesses enough clout to influence decisions made on any team and any stakeholder. + Leads cross-functional teams when needed. + Wants to represent Hover in any way possible and takes up challenges outside of their normal sphere of influence with ease. + Has a great network in the industry and actively helps build the design team. + Mentors individual designers and researchers.	*All behaviors from L5, plus:* + Communicates product vision to anyone within the company. + Is a very active external advocate to design as a whole and specifically to the design culture and work at Hover. + Is a great narrative storyteller, influenceing and communicating through different means and channels, depending on audience.
IC-7 Principal Product Designer	**Description:** Recognized as expert in field, knowledgeable of emerging trends and industry practices. Highest level IC. **Job Complexity:** Works on issues that impact design/selling success or address future concepts, products or technologies. **Scope/Decision Making:** Exercises wide latitude in determining objectives and approaches to critical assignments. May supervise the activities of others (e.g., as a mentor). **Impact:** Novel approaches to entire discipline philosphies, and the company. Regular impact at product org and company-wide initiatives, and is influential in the industry, at large.	*All behaviors from L6, plus:* + Influences by way of ideas, within the company and in the field of design. Makes or informs tools/standards other designers use. + Owns, initiates, and leads complex, abstract projects at company level. + Leads by example and influences company's process.	*All behaviors from L6, plus:* + Is knowledgeable about user needs in overall experience, draws upon industry to form an intuitive sense of needs. + Comes up with project goals and objectives based on user needs in the scope of their projects that influence the overall industry. + Understands underlying similarities and differences between competitors. Has strategic ideas on what needs to change to enable some of the ideas.	*All behaviors from L6, plus:* + Has had deep influence moving the field of design forward in importance. + Has influence across all levels of the company and contributes to high level product strategy. + Can lead any type of design project at any time within the process with ease and expertise. + Proactively looks to improve design across the company and can easily identify and problem solve against underserved parts of the product. + Keeps tightly aligned with existing design trends and paradigms and know how to leverage them when appropriate. + Understands the philosophy and importance of brand and know how to apply its essence into the experience.	*All behaviors from L6, plus:* To be completed	*All behaviors from L6, plus:* + Is a talent magnet - internal AND external designers want to work with them and for them, and develops internal talent. + Is looked to for mentorship and growth. + Is generally one of an executive whisperer - knows the pulse of the organization well enough to get in front of ideas before they're fully-formed by the exec team.	*All behaviors from L6, plus:* + Scales by changing how the executive team and cross functional leaders across the company think about design. They not only communicate cutting-edge ideas and philosophy internally but externally as well. + Recognized in the industry as an influencer to how people think about the company and a culture - this could mean getting invited to panels, speaking engagements, etc.