

Tip: Focus on change

Most of the expectations marked YES are missing concrete examples because they've already been established by previous self-assessments, and your manager will gain more value by focusing on the expectations you've improved on.

Tip: Highlight conversation points

To make the most of your time, guide the conversation with your manager by highlighting the items you want to discuss.

Tip: Current level vs. next level

Approach the "Next level" section the same as the "Current level" section, but be prepared to assess many more expectations as NO and MAYBE. You should always provide examples to justify any YES assessments because your manager needs to be able to explain why a promotion is warranted.

Tip: NO is OK

Some expectations can be so specific that you simply may not have had an opportunity to meet them. This is perfectly fine! For example, if you're expected to resolve conflicts in a professional way but haven't gotten in any conflicts, then I wouldn't factor this into a promotion decision.

Progress towards the next level

Current level (IC1 Software Engineer)

Impact

- YES: I work with my manager to prioritize tasks that add the most value and deliver high-quality results for my customer
- YES: I understand and effectively participate in the core processes of my team (planning, on-call rotations, bug triage, metrics review, etc)

Ownership

- YES: I follow through on my commitments, take responsibility for my work, and deliver my work on time
- YES: I ask questions to clarify expectations
- **MAYBE: I own my failures and learn from them**
 - Working on this, but not sure if I'm adequately identifying where I've failed.

- I let the Telemetry Project slip the original deadline without notifying stakeholders. This threw off their planning. The deadline for the Chat App Project was also in danger of slipping but this time I managed expectations better, and other teams were able to adjust their own timelines.
- Are there other projects where it seemed like I failed?

Decision Making

- MAYBE: I escalate to my manager when I get stuck and reflect on ways that I can improve from my mistakes
 - Have you noticed any situations you would have expected me to escalate, that I did not?

Agility / Innovation

- YES: I share new ideas and can adapt my work when circumstances change

Personal growth

- MAYBE: I'm open to and act upon feedback from my manager and peers
 - I generally accept suggestions in code reviews.
 - I met with our product manager about their concern that I don't raise technical blockers soon enough, and now we meet weekly to specifically discuss these kinds of issues.
- YES: I'm gaining self-awareness about my strengths and areas for development
- YES: I have a high standard of excellence for my work

Hiring

- YES: I am learning to interview and assess candidates to help us build a diverse and talented team. I consistently provide timely, detailed, and evidence-based interview feedback.
- NO: I am able to represent my team's initiatives and goals to candidates in a compelling way
 - What are our team's initiatives and goals? How can I make them compelling?

Collaboration

- YES: I can effectively collaborate to get work done
- NO: I work with my manager to manage conflict with empathy in mind
 - I haven't done this yet but I also don't think I've had any conflicts like this.

Organizational health

- YES: I listen to different perspectives and I remove biases from my words and actions
- YES: I practice the Dropbox Diversity Commitments on a regular basis

Communication

- YES: I write and speak clearly
- YES: I listen to understand others and ask clarifying questions
- YES: I share relevant information on my project including difficult task-level trade-offs that impact the product to my manager and team (including product/business partners).

Code Fluency

- YES: I translate ideas into clear code, written to be read as well as executed
- YES: My code is free of glaring errors - bugs are in edge cases or design, not mainline paths - and is well documented and well tested with appropriate use of manual vs automated tests
- YES: I'm capable of reading and navigating functions and classes/modules that I didn't write
- YES: I am learning to tackle coding tasks with high throughput while maintaining appropriately high quality; I optimize for either speed or quality, depending on the explicitly stated needs of my team

Next level (IC2 Software Engineer)

Impact

- YES: I act with urgency and deliver high-quality work that will add the most value
- YES: I work with my manager to direct my focus so my work advances my team's goals
- YES: I prioritize the right things and don't overcomplicate my work. When necessary, I propose appropriate scope adjustments.
 - When the product manager suggested we build a new Calendar Component with a number of complicated requirements, I explored this some more with them and we identified that our users mostly want to know when their customers' subscriptions will expire. This enabled me to build a simpler feature (a sortable table of subscriptions and their expiration dates) which we later enhanced with an email and SMS notification feature.
- NO: I effectively participate in the core processes of my team, including recommending and implementing process improvements
 - I saw that a couple team members documented our code review and dev processes, but I didn't contribute. I have some ideas about how to improve our on-call rota. Will that count towards this expectation?
- *And so on...*