

© Anton(luk), web experience manager, Wrike		Learns	Knows	Does	Helps	Teaches
Portrait and work ethic	Ownership	Fosters a sense of ownership with team support. Shows dedication to personal tasks.	Asserts autonomy over outcomes. Contributes field expertise. Prioritizes the company in work.	Accepts personal work outcomes. Strives for improvements and guides junior members.	Actively leads design reviews and leverages expertise to augment team value. Embraces extra responsibilities.	Owens company-wide outcomes. Instills a sense of accountability in leaders. Entrusted with prime company objectives.
	Problem solving	Addresses design issues using best practices from senior team members. Needs guidance for complex scenarios.	Tackles common design problems independently. Seeks help for cross-functional challenges.	Adapts gracefully to changes, and investigates issues beyond the immediate scope. Anticipates risks and communicates complex issues.	Focuses on long-term solutions across the team. Faces high-level challenges and implements effective solutions.	Harnesses a deep understanding of the company and industry to tackle complex problems strategically. Provides company-wide mentorship.
	Personal development	Shows enthusiasm in skill development aligned with departmental goals with active managerial guidance.	Eager to improve skills for department goals but needs guidance from senior team members.	Utilizes feedback for personal improvement. Independently seeks skill enhancement resources.	Proactively employs feedback for performance improvement and knowledge expansion.	Consistently seeks job knowledge improvement opportunities. Invites feedback and contributes to team skill development.
	Creative thinking	Creates new visuals under guidance, employing creative techniques.	Applies creative techniques to visuals under guidance. Aims to acquire more techniques.	Uses various creative techniques for project visuals. Suggests technical optimizations.	Integrates creative techniques in design processes across team projects.	Mentors the team in creative techniques, and standardizes their use in marketing production.
	Critical thinking	Decisions are driven by personal biases.	Acknowledges biases in the decision-making process and gathers task-related information.	Strives for objectivity and introspects biases. Conducts extensive research around design problems.	Guides the team towards goal-aligned decisions, prioritizing business goals.	Highlights biases' impact on decisions and instills team accountability. Employs industry insights for preemptive measures.
Communication	Presentation skills	Delivers presentations based on group research. Utilizes audiovisual aids progressively.	Delivers presentations from personal experience. Requires guidance in developing presentation skills.	Delivers presentations based on the group's research. Practices optimal presentation techniques.	Delivers presentations, speeches, and pitches from personal research. Balances body language, content, and audiovisual aids.	Delivers presentations from personal expertise. Adapts to various audiences. Negotiates presentation specifics to ensure justice for research.
	Communication	Requires guidance for clearer explanations and idea sharing.	Presents ideas concisely and communicates confidently on routine tasks.	Communicates effectively across both spoken and written forms. Delivers clear and concise thoughts.	Communicates effectively and utilizes a precise vocabulary to express thoughts. Focuses on comprehensive feedback.	Displays excellent oral and written communication skills. Succeeds in explaining in a universally comprehensible manner.
	Receiving and giving feedback	Learns from senior team members and their manager. Requires repetition in feedback reception. Gives feedback occasionally.	Understands feedback's importance and transforms it into self-improvement actions. Shares feedback within the team.	Leverages feedback for improvement, identifying growth areas. Gives constructive feedback for process enhancement.	Proactively seeks, receives, and gives feedback for growth. Assimilates global best feedback practices.	Demonstrates feedback expertise and employs methodologies for improvement. Elevates the team's feedback culture.
	Mentoring and coaching	Learns from mentoring and the coaching practices of senior team members.	Acquires basic mentoring and coaching knowledge. Discusses professional development goals.	Implements basic mentoring and coaching. Holds 1-on-1 meetings and informal learning discussions.	Demonstrates robust mentoring and coaching skills. Supports colleagues' growth. Assists in onboarding.	Proactively mentors various individuals. Advocates for learning activities and assignments.
Work process	Business knowledge	Gains knowledge about business operations and team metrics. Assisted decision-making.	Understands business operations and applies industry trends to work.	Seeks business insights connected to work. Uses expertise for better solutions and business understanding in the team.	Comprehends all business aspects. Guides others in incorporating business needs.	Develops actions for business benefits. Establishes a design strategy aligned with business goals.
	Project management	Gains practical project management techniques knowledge. Works under supervision.	Applies project management methods. Manages task planning and execution.	Defines project roles and timelines. Manages intermediate complexity tasks within one team.	Shares project management knowledge. Handles multiple cross-team projects.	Provides project management methodology guidance. Leads multiple cross-department projects.
	Teamwork	Participates in team meetings and teamwork sessions. Assists team members upon request.	Spurs teamwork sessions for project solutions. Assists team members when requested.	Initiates teamwork sessions. Regularly shares expertise with the team.	Enhances team meetings and teamwork sessions. Supports team members and establishes company-wide relationships.	Conducts teamwork sessions and hosts knowledge sharing-sessions at various levels.
	Time management	Learns time management basics. Depends on senior team members for their timelines and workload.	Understands time management principles. Prioritizes daily tasks.	Plans their personal workload. Handles tasks and projects flexibly.	Seeks new time management techniques and shares them with the team.	Champions time management. Independently plans team resources.
	Design proactivity	Focuses on delegated tasks. Actively seeks feedback. Participates in team discussions.	Actively seeks optimal solutions. Contributes to process improvements.	Works on personal and team projects. Actively researches and evaluates solutions.	Integrates in team projects. Proactively engages with stakeholders and initiates work process improvements.	Addresses company-wide projects. Initiates department- and company-wide ideas and tasks.
	Traffic management and coordination	Manages their personal workload under supervision. Follows the team's production processes.	Delegates work considering the team's workflow. Creates fitting subtasks and shares project status.	Coordinates tasks within their own design area. Aligns with the team's schedules, plans assignee tasks, and takes accountability for projects.	Coordinates tasks at the team level. Assists others in prioritizing work, ensures balanced workload distribution, and is accountable for area-level results.	Coordinates major multifaceted projects. Is accountable for the team's performance. Collaborates with others, coordinates tasks, and provides project statuses.
	Level of deliverables	Executes technical design tasks under supervision. Needs further iterations and reviews for asset completion.	Handles medium-sized projects. Focuses on quality technical execution, which might have some flaws and need additional iterations.	Handles complex tasks and projects. Delivers high-quality, mostly flawless assets. Incorporates new design techniques and considers user experience.	Works on multiple department-wide projects. Regularly employs new design techniques and assists the team in elevating work quality.	Handles the most complex, company-wide projects. Sets the design direction for the team and works to continually improve overall deliverable quality.