



Level	Level 1	Level 2	Level 3	Level 4	Level 5	Level 5	
Role Summary	Role Summary	Junior Product Manager	Product Manager	Senior Product Manager	Group Product Manager	Principal	Product Director
Scope	Autonomy	Learner	Solid Contributor	Autonomous Contributor	Emerging Leader	Influencer	Shaper
Impact	Company Influence	Squad	Squad	Title	Title	Company	Company

Qualitative user insights	Data proficiency	Problem understanding & articulation	Strategic	Vision	Strategy	Objectives & Roadmap	Execute
<ul style="list-style-type: none"> Take to customers and has basic understanding of their needs and the impact of their needs Understand the logic of discovery plans and can execute a simple research cycle Understand how their product area behaves and the main pain points faced by their users 	<ul style="list-style-type: none"> Access the relevant historical data for his report but needs guidance to extract insights Can define new metrics in collaboration with Data Can define with guidance relevant success metrics for initiatives and monitor them carefully once in production 	<ul style="list-style-type: none"> Contributes to, rather than drives, problem articulation Can quickly get a first high level understanding of a new topic Can write clear findings that contain points and point, identifies to justify the relevance of the team and get endorsement by engage with the audience from an experienced PM 	<ul style="list-style-type: none"> Understands the main aspects of company/product vision & strategy Understands the rationale & meaning of role / squad OKR Contributes to squad roadmap definition and execution 	<ul style="list-style-type: none"> Understands the main aspects of company/product vision & strategy Understands the rationale & meaning of role / squad OKR Contributes to squad roadmap definition and execution 	<ul style="list-style-type: none"> Understands the main aspects of company/product vision & strategy Understands the rationale & meaning of role / squad OKR Contributes to squad roadmap definition and execution 	<ul style="list-style-type: none"> Understands the main aspects of company/product vision & strategy Understands the rationale & meaning of role / squad OKR Contributes to squad roadmap definition and execution 	<ul style="list-style-type: none"> Understands the main aspects of company/product vision & strategy Understands the rationale & meaning of role / squad OKR Contributes to squad roadmap definition and execution

Lean thinking	Collaboration	Risk management	Rally	Drive	Stakeholders management	Managing up
<ul style="list-style-type: none"> Needs strong support to escape iterations on each sprint Understands the rationale & meaning of role / squad OKR Needs guidance to iteratively improve the product 	<ul style="list-style-type: none"> Collaborates effectively with design, engineers, PMs, data, etc. Can create good user stories (INVEST framework, clear acceptance criteria, etc.) by following templates and applying feedback from other PMs Can give timely & helpful feedback, with guidance, when there are collaboration issues in the development cycle 	<ul style="list-style-type: none"> Can identify basic risks that could compromise an initiative before starting Can perform QA of new features based on clear guidelines 	<ul style="list-style-type: none"> Can drive with guidance the decision process to reach a timely decision and justify the final decision Can drive autonomously the decision process with many people to reach a timely decision and justify the final decision 	<ul style="list-style-type: none"> Shows willingness to succeed Shows persistence when facing setbacks 	<ul style="list-style-type: none"> Can identify issues out of their track and report them to a timely manner to their manager Provides the right level of visibility to their manager by following clear guidelines 	<ul style="list-style-type: none"> Offers help and helps others proactively Shares their own knowledge & expertise Offers help and helps others proactively Shares their own knowledge & expertise

Job Related Skills	Lean thinking	Collaboration	Risk management	Rally	Drive	Stakeholders management	Managing up
<ul style="list-style-type: none"> Needs strong support to escape iterations on each sprint Understands the rationale & meaning of role / squad OKR Needs guidance to iteratively improve the product 	<ul style="list-style-type: none"> Collaborates effectively with design, engineers, PMs, data, etc. Can create good user stories (INVEST framework, clear acceptance criteria, etc.) by following templates and applying feedback from other PMs Can give timely & helpful feedback, with guidance, when there are collaboration issues in the development cycle 	<ul style="list-style-type: none"> Can identify basic risks that could compromise an initiative before starting Can perform QA of new features based on clear guidelines 	<ul style="list-style-type: none"> Can drive with guidance the decision process to reach a timely decision and justify the final decision Can drive autonomously the decision process with many people to reach a timely decision and justify the final decision 	<ul style="list-style-type: none"> Shows willingness to succeed Shows persistence when facing setbacks 	<ul style="list-style-type: none"> Can identify issues out of their track and report them to a timely manner to their manager Provides the right level of visibility to their manager by following clear guidelines 	<ul style="list-style-type: none"> Offers help and helps others proactively Shares their own knowledge & expertise Offers help and helps others proactively Shares their own knowledge & expertise 	

Care	Excellence	Paid Skills	Precision	Humility
<ul style="list-style-type: none"> Offers help and helps others proactively Shares their own knowledge & expertise Offers help and helps others proactively Shares their own knowledge & expertise 	<ul style="list-style-type: none"> Provides high quality of work in his time when asked Looks for ways to improve his work and to help others Shows persistence when facing setbacks 	<ul style="list-style-type: none"> Is seen as the go-to person for specific topics Has the ability to help others in a clear and concise manner Looks for ways to improve his work and to help others Shows persistence when facing setbacks 	<ul style="list-style-type: none"> Deep positive even when facing challenges Understands the rationale & meaning of role / squad OKR Needs guidance to iteratively improve the product 	<ul style="list-style-type: none"> Asks relevant questions & is willing to grow Looks for ways to improve his work and to help others Shows persistence when facing setbacks

Skills assessment	"Mastery" weight	Not yet at expected level weight
No occasion to assess	0	0
Under expectations but not a focus for now	0	1
On good track	0.5	0
Expectations met	1	0
Exceeded expectations	1.2	0