

	level →	Level 1	Level 2	Level 3	Level 4	Level 5	Level 5
Role Summary	Role Summary	Junior Product Manager	Product Manager	Sanior Product Manager	Group Product Manager	Principal	Product Director
Scope	Autonomy	Learner	Solid Contributor	Autonomous Contributor	Emerging Leader	Inflaencer	Shaper
Impact	Company influence	Squad	Squid	Tribe	Tribe	Company	Company
	Understand						
		Talks to customers and has basic understanding of their needs within their equads scope. Understand the logic of discovery plans and can execute it emostly!	Understands customers' needs within their equad's scope Can define with quidance and execute discovery plans for initiatives in their	Is recognised internally as an expert in customer needs within their aquad's acope + has at least basic understanding of customer needs within other areas of the product Can define and execute autonomously soliid discovery plans for initiatives in their aquadis' scope		Understands customer needs (at least at a high level) for all areas of PayFit.	Understands perfectly outcomer needs within Tribe's scope + high level understanding for rest of the company.
	Qualitative user insights	smoothly Understand how their product area behaves and the main pain points faced by their users.	Can define with guidance and execute discovery plans for initiatives in their equate's scope. Understand perfectly how their product area behaves and have basic understanding for the rest of the product.	scope Understand perfectly how their product area behaves, how the sechnical debt affects it, and have a good understanding for the rest of the product.		Can effectively define the research we need across a range of product areas.	Drives improvements in how we work with User Research, Product Marketing
		Knows the various source of data for his squad but needs guidance to extract insights	Can autonomously seek basic data insights from analytics and other data sources.	Can autonomously seek sophisticated data insights from analytics and other data sources.		Understands metrics (at least at a high level) for all areas of PayFit.	Makes sure Tribe's success metrics are perfectly aligned with PayFirs strategy.
	Data proficiency		Can define new metrics in collaboration with Cata.	Can identify when there was available data that could help to take a decision and rely on it for decision taking			Drives improvements in how we work with Product Ops & Data.
			Can define with guidance relevant success metrics for initiatives and monitor them carefully once in production	Can define autonomously (while asking for inputs / feedbacks) relevant success metrics for initiatives and monitor them carefully once in production			
		Contributes to, rather than drives, problem articulation.	Can articulate moderately complex problem with clarity.	Can articulate repeatedly problem statements, including complex ones, with high clarity.		Clearly articulates the most ambiguous problems into compelling narratives.	Clearly articulates the most ambiguous problems into compelling narratives.
	Problem understanding & articulation	Can quickly get a first high level understanding of a new topic	Can quickly deep dive into new topics and needs guidance to summarize it in a clear way for others	Can quickly deep dive into new topics, understand the key aspects and summarize it for other			
		Can write clear briefings that contain quant, and qual rationals to		Can write clear briefings that contain quant, and qual, rationals to justify the intentions of the			Make sure via processes & training that product briefings are helping the Tribe to
	Strategize	Can write clear briefings that contain quant, and qual rationals to justify the intentions of the team and are understood by anyone with the guidance from an experienced PMI	Can write clear briefings that contain quant, and qual, rationals to justify the intentions of the team and are understood by anyone	Can write clear briefings that contain quant, and qual, assonals to justify the intentions of the team and are understood by anyone even for complex cases		Coaches junior PM who need guidance to deliver clear and powerful briefings	Make sure via processes & training that product briefings are helping the Tribe to deliver higher impact ensuring constant visibility and debriefing of the work done
		Understands the basics of company/product vision & strategy	Understands the main sepects of company/product vision & strategy and the impact on their equads scope with guidance	Understands deeply the company / product vision & strategy by taking clear decisions going in this direction for their equads	Can identify new organizational needs to better execute on the company / product vision & strategy	Understands autonomously the company / product vision and understands deeply the impact on each product team	Understands deeply the company/product vision & strategy
	Vision	Understand the methodology to create a vision for topics within their squad and contributes to it	Can define with guidance an inspiring 3-3 year product vision on a critical topic with the right contributors and synthetize it in a format easily shareable	Can define autonomously an inspiring 2-2 year product vision on a critical topic with the right contributors and synthesize it in a format easily shareable		Can create/clarify vision within very ambiguous areas of the product with no guidance.	Can create/clarify vision within very ambiguous areas of the product with no guidance.
July Restand Stiller			Can seek, with guidance, leadership and stakeholders buy in on the vision	Shows proactivity to get leadership and stakeholders buy-in on the vision			Help squads within the Tribe to build a vision on their scope
		Understand the strategy/key milestones defined to execute on their squad's vision	Can define, with guidance, the strategy/key milestones to execute on their equads vision	Can lead the definition of the strategy/key milestones to execute on their equad's vision		Eachange with leadership about strategies to achieve the product vision	Co-creates global product strategy with leadership team
	Strategy		Can seek, with guidance, leadership and stakeholders buy in on the strategy/key milestones	Shows proactivity to get leadership and stakeholders buy in on the strategy/key milestones.		Can create/clarify strategy within very ambiguous areas of the product with no guidance.	Can create/clarify strategy within very ambiguous areas of the product with no guidance
	Objectives & Roadmap	Understands the rationale & meaning of tribe / squad CWR	Can define, with guidance, outcome-oriented objectives instead of output-oriented one and get alignment from stakeholders on them with some help.	Can propose and iterate efficiently with stakeholders to define relevant outcome-oriented objectives instead of output-oriented ones.		Coaches junior PM to help them define outcome-oriented objectives.	Make sure via processes & training that PM in the tribe focus as much as possible on outcome-oriented objectives and guarantee the alignment with stakeholders.
	Cojectives & rosasmap	Contributes to squads roadmap definition and rationale	Can define the equads roadmap with limited guidance and explain the story/tationale behind to stakeholders.	Can lead the definition of the squads roadmap and get stakeholders buy in by explaining the story/trationale behind in a compelling way.		Is able to work with other teams to achieve scoping decisions on complex cross-tribe initiatives.	Reviews the equads' roadmaps. Ensures that roadmap rationale is clear and in line with strategy.
	Execute						
		Needs strong support to scope iterations on squad's scope	Can scope iterations with limited guidance.	Can scope iterations as small as possible on complex topics.		Creative at figuring out quicker ways to learn from product experiments	Make sure via processes & training that the Tribe define and execute through lean discoveries & rapid iteration cycles when it's relevant
	Lean thinking	Understands the benefits of a lean discovery & rapid iterations cycles and when to apply it	Can define, with guidance, lean discoveries & rapid iteration cycles whenever its relevant	Can define lean discoveries & tapid iteration cycles whenever it's relevant		Coaches jusior PM on defining lean discoveries & rapid iteration cycles and how to learn from cheap product experiments	Make sure via processes & training that the Tribe create and learn from cheap product experiments
		Needs guidance to draw insights from previous releases but understands how to leverage them to improve the product	Gather autonomously clear insights from previous releases and leverage it to improve the product (not yet in a regular way)	Gather autonomously & regularly clear insights from previous releases and leverage it to improve the product			
	Collaboration	Understands how to interact best with design, engineers, PMM, data, etc.	Collaborates effectively with design, engineers, PMM, data, etc.	Collaborates greatly with design, engineers, PMM, data by showing empathy and curiosity for other chapter expertise (ex: coding, user research technics, basic statistics, etc.)		Share good collaboration practices with design, engineers, PMM, data, etc. to the rest of the product organization and coaches junior PM in their implementation.	is constantly looking for ways to improve the collaboration both within the Tribe, with other product seams and with other chapters (data, PMM, etc.)
		Can create good user stories (INVCST framework, clear acceptance criteria, etc.) by following templates and applying feedback from other PMs	Can create good user stories (INVEST framework, clear acceptance criteria, etc.) autonomously by following templates	Can identify and help to solve collaboration issues.			
	CONSUMERO	Tries to give helpful feedback, with guidance, when there are collaboration issue in the development cycle	Gives timely and helpful feedback, with guidance, when there are collaboration issue in the development cycle	Can create good user stories (NVEST framework, clear acceptance criteria, etc.) autonomous	by Commonwealth Co		
				Gives timely & helpful feedback autonomously when there are collaboration issue in the development cycle			
		Can identify basic risks that could compromise an initiative before starting it.	identifies main risks before starting initiatives and proposes mitigations.	Proved their ability to identify all risks before starting an initiative (even for complex ones).		Actively manages all risks on cross-tribe initiatives.	Actively manages risks for all initiatives within the Tribe
	Risk management	Can perform QA of new features based on clear guidelines.	Define, with guidance, acceptable threshold for SLOs, make regular checkpoints to see how we are performing against them and prioritize corrective actions in case SLOs are not met	Define acceptable threshold for SLOs, apply continuous monitoring to see how we are performing against them and prioritize corrective actions in case SLOs are not met.		Impires and encourages multiple teams to push for a higher bar for quality across the whole PayFit product.	Inspires and encourages multiple teams to push for a higher bar for quality across the whole PayFit product.
			Can perform reliable QA of new features	Develop with their squad a QA process that is both reliable and efficient			
	Rally	Understands the principle of time sensitive decision taking and tries to apply it	Can drive, with guidance, the decision process to reach a timely decision	Can drive autonomously the decision process with many people to reach a timely decision an make the final decision explicit and known from all parties concerned.	Coaches PMs reporting to them (1 to 2) to increase their performance & ensure a high level of fulfilment	Can considerably accelerate decision process on complex cross team initiatives	Adapt the Tribe organization and recruitments to the evolving Product Strategy
		Understands disagree & commits principle and tries to apply it	Fully applies the disagree & commit principle for each key decision	Fully applies the disagree & commit principle and evangelizes it to other members of the team			Is responsible for the development and coaching of PM in the Tribe as well as attracting the best PM inside the Tribe
	Drive	Shows willingness to succeed	Challenges the status quo and can drive, with guidance, a cross-team project toward change & impact	Challenges the status quo and can drive autonomously a cross-team project toward change & impact			
		Shows perserance when facing setbacks	Shows a strong willingness to succeed and has a blais for action	Shows a strong willingness to succeed, a bials for action and contributed to diffuse this mindset in their equal			
			Shows persenance and tries to learn as much as possible from serbacks	Shows perserverance, learn from their mistakes and share it with other PMs	Company and the law of		
		Can gather inputs from a list of stakeholders and give them the right level of visibility by following clear guidelines	Can identify autonomously the right stakeholders for topics of moderate scope	Can identify autonomously the right stakeholders even for cross-company topics	Ensure that stakeholders interacting with PM in their team have the right level of visibility	Shares good practices to other PM on how we communicate & collaborate better with stakeholders	Ensure that the right stakeholders are involved and get good visibility on Tribe's product initiatives
	Stakeholders management	Can detect, with guidance, weak signals showing that some stakeholders are not aligned with their plan. Occasionnaly evancelizes with ouidance on their product area.	Can gather inputs from stakeholders and give them the right level of visibility with some guidance for complex topics	Can gather inputs from stakeholders and give them the right level of visibility autonomously & proactively		Crafts clear namatives to gain buy in and inspire others.	Makes sure the Product Vision / strategy / roadmap of the Tribe is clear both inside and outside the Tribe.
		Occasionnaly evangelizes with guidance on their product area internally (thanse vision, progresses, successes, challenges & learnings)	Can detect explicit signals showing that some stakeholders are not aligned with their plan and trigger appropriate discussions with them	Can detect weak signals showing that some stakeholders are not fully aligned with their plan and stager appropriate discussions with them			
			Exangelizes proactisely on their product awa internally (shares vision, progresses, aucresses, challenges & learnings)	Exangelizes proactively and regularly on their product area internally and correctmes externall (charse vision, progresses, successes, challenges & learnings)			
	Managing up	Can identify issues out of their reach and raise them to their manager Provide the right level of visibility to their manager by following	Can identify issues out of their reach and report them in a timely manner to their manager	Gives valuable inputs to their manager to shape the future (org. processes, etc.) of their tribe		Give valuable & frequent inputs to directors/VPu/CPO to shape the future of the organization & product	Supports with Global Product Ops, VP & CPO the evolution of the processes, culture and framework for collaborative and inclusive behaviour. It is able to influence positively VP & C-level to get the resources necessary for the Tribe success.
		Provide the right level of visibility to their manager by following clear guidelines	Provide the right level of visibility to their manager autonomously	Provides the right level of visibility to their manager and leadership autonomously & proactive	Give sometimes inputs to desctors/VPs/CPO to shape the future of the organization & product		Tribe success
Pupit Site	Care -Outdomnine	Offers help and helps others when possible. Shares ideas openly Latens to others & presents opinions respectfully	Offices help and helps others pracefully Chares too eledge & class open; White & expresses self flamely in a class and concise manner. Provides feedback in a timely manner and pasiese colleagues when appropriate	Acre as a facilistor /lases solver - Forters a cohere of prate and contractive feedback	is seen as a trusted helper and human issues solver is seen as approachable by other colleagues and is available when other want for mach out. Masters the act of communication & feedback	Foster a collaborative & transparency culture Fosters a communication & feedback culture	Forter a collaborative & transparency culture Forters a communication & freethack culture
	Excellencebuilty of and, Brade Lanzando desarbuilty of and, Brade Lanzando desarbuilty of andbuilty of andbuilty of andbuilty of andbuilty of andbuilty of Indiana	Provides high-quality of work in due time when saked Goes the work mile in suggesting solutions Applies beer practices to complete basks	In seen, set the go-to person for specific topics. As seen, set the go-to person for specific topics. Look for best practices & uses them to deliver Cards to priorities projects & tasks authonomously.	In each as the globs person for many highest Klowel best practices and disess these Proortices & anticipates well mid-from term and multiple projects	is seen as the influence for all field missed subjects. Goes the extra risk by challenging the status gas, leading solutions, recommendations are all the solutions of the solution of the Supports seems in prioritizing mid-flueng-even and multiple projects.	Supports leaders in prioritizing middling term and multiple projects	Supports leaders in privationing mid-long term and multiple projects
	Passion - This sail of the base Country -	Stays positive even when facing challenges Embances changes as an opportunity to learn Enthusiastic about PayFit	Suggests creative approaches to solving problems Takes over challenges in a Sociated manner	Engages the team is staying positive and focused Convects learning. It knowledges in order to bring creativity to own work. Promotes the company as a PayPit ambies addr.	Festient a culture of optimism and focus Shares passion about PayRE and is an ambassador for the company Solves complex issues in creative ways	Fosters a culture of optimism and focus Fosters a culture of creativity	Fosters a culture of optimism and focus Fosters a culture of creativity
	Harrilley -constructor to Paylindle -constructor to Paylindle -constructor -constr	Auks relevant questions & in willing to grow Looks for advice, seeks out mentionship or buddy to grow Builds self awereness in receiving & applying feedback	Starts to contribute to Phylic III is (is a successful buddy for orbitating participates to recultarent transieurs a starts to facilitate trainings). Proactively taken ownership to contact relevant stateholders in order to get feedback.	Stants metoring. Actively contributes to PsyFt life (participanes actively to recruitment interviews & facilitates actively show). It sees as a self-aware-and matter player.	is a mentar internally builds Psyfic life (builds trainings & workshops) Creates processes for sharing feedback & uses it for good relationship- building	is a meetor beyond Pag-E. Fosters a culture of continuous learning & coadrability	is a mentar beyond PhyFit Fosters a culture of continuous learning & coachability
	Stills assessment No occasion to assess	"Mastery" weight "Not yet at expected level" weight 0 0					
	Under expectations but not a focus for now Under expectations and needs focus	0 1					
	On good track Expectations met Exceeded expectations	0.5 0 1 0 1.2 0					