

Job Families for Engineers

Leadership Roles	Senior and Above	"The Bar"	Anti-patterns to coach against	Anti-patterns which lead to termination
Client Solution Focus				
Creates an environment where everybody can share their view, focuses on how to achieve their goals, and facilitates a productive, solution-driver discussion.	Not only flags challenges, but actively works on finding solutions. Maintains a solution-oriented approach.	Involves the necessary people in discussions, identifies challenges and works towards solutions.	Good at identifying problems but does not contribute towards finding a solution.	Impedes discussion by being overly critical or pessimistic without proposing solutions
Data Informed				
Arguments are backed up by relevant data, often taking the extra step to acquire the data if not already available. Has a clear thought process that is convincing and easy to explain to others.	Has a rich understanding of relevant data, and flags opportunities to acquire more to enhance a decision. Is able to drive conversation and demonstrate clearly why a given conclusion should be prioritised.	Uses available and relevant data, and is willing and able to learn more. Does not push for more data outside of what is easily accessible.	Lack of understanding or underutilisation of data, can be persuaded to explore alternative solutions.	Arguments are based on opinion or assumption, with an unclear motivation behind decisions. Does not engage or understand metrics and our data-driven approach.
Collaboration				
Identifies opportunities to impact multiple areas of the business and involves all relevant parties in the decision-making process ensuring that relevant knowledge is shared.	Identifies opportunities to impact multiple areas of the business and involves all relevant parties in the decision-making process ensuring that relevant knowledge is shared.	Reaches agreement within the team for proposed solution and incorporate other's ideas into it.	Explains solution and sometimes open for ideas, but does not always aim for consensus or agreement within the team.	Work in isolation and / or dismissive towards other's ideas
Ownership				
Ownership area is quite wide, monitors and actively manages issues and changes within it. Facilitates decisions and oversees execution for the actions agreed on.	Monitors ownership area and flags issues and concerns. They work with others to maintain product quality within their area of ownership.	Takes end to end ownership of their responsibilities, but things may be missed or overlooked.	Seems engaged, but does not follow through.	No ownership for work or issues, lack of engagement. Low accountability regarding responsibilities.
Stakeholder Management				
On-point stakeholder management. Tasks are often delivered before the expected timeline, fulfilling all task requirements.	Stakeholders are kept up to date, consistent, clear communication towards everyone involved.	Manages and fulfills expectations of each task, however does not always maintain consistent communication and may not take all stakeholders into account.	Stakeholder management is reactive, and progress description might be vague or incorrect.	Missing, unclear or inconsistent communication around work done, stakeholders are kept in the dark or left confused.
Self development				
A self starter - driven to develop and improve. Is self aware and pro-actively asks for feedback and looks for development opportunities.	Able and willing to take on extra challenges, and actively looks for ways to improve in every aspect	Is self aware in terms of personal development, and committed to self improvement	Understands strengths and areas for improvement. Might need supervision or help in the growth process	Is not sufficiently self-aware in terms of personal development and therefore does not make efforts for improvement
Growing others				
Driven and ambitious - shares learnings and leads others by coaching rather than telling	Driven, and also continually helps others in the wider vicinity (track, role)	Sometimes helps others in the team	Reactively shares knowledge	Reluctant or unwilling to share knowledge and / or experience