

Employee Capability Model

Senior Software Engineer



Unleashing human potential with enterprise software

Last Updated: March 2025

Senior Software Engineer		
Competency	Competency Description	Next-Level Competency Description
Communication Skills	<p>Summary: This professional actively ensures timely communication, providing detailed written documentation and well-prepared spoken presentations. They engage in active listening and seek to clarify any ambiguities. They have direct conversations to manage and set expectations regularly, and they begin to provide constructive feedback to their team.</p> <p>Example: A mid-level employee prepares comprehensive project updates and delivers them in scheduled meetings. They ask open-ended questions to encourage dialogue, confirm understanding, and provide clear feedback on tasks to their team members.</p>	<p>Summary: A professional at this band excels in conveying complex information clearly and honestly, ensuring all relevant details are communicated effectively. They are adept at active listening, avoiding assumptions, and setting expectations through direct conversations. They regularly pass on requirements and feedback to their team, ensuring alignment and understanding.</p> <p>Example: A senior project leader delivers detailed project plans and progress reports, both in writing and verbally, ensuring all stakeholders are informed. They listen to team members' input, address concerns promptly, and provide thorough feedback to improve performance and maintain alignment.</p>
Giving and Receiving Feedback	<p>Summary: This professional actively seeks feedback to improve their performance and shows noticeable improvement based on the feedback received. When giving feedback, they are considerate and constructive, aiming to help others improve. They ensure the feedback is specific, actionable, and balanced with positive reinforcement.</p> <p>Example: A mid-level employee requests feedback from their team after completing a project and actively works on the suggestions provided. When giving feedback, they provide concrete examples and suggest actionable steps for improvement, while also acknowledging the person's strengths.</p>	<p>Summary: A professional at this level consistently seeks feedback from multiple sources and integrates it effectively into their work. They are adept at giving feedback that is honest and supportive, helping others set and achieve their goals. They demonstrate awareness of and manage reactions to negativity bias, intentionally balancing feedback to be more positive. They foster a feedback-rich environment where open communication is encouraged and valued.</p> <p>Example: A senior leader conducts regular 360-degree feedback sessions to gather comprehensive input on their performance and uses it to drive personal and team development. They give feedback in a way that motivates and inspires their team to improve, providing clear guidance and support.</p>

Senior Software Engineer		
Competency	Competency Description	Next-Level Competency Description
Mentoring	<p>Summary: This professional actively seeks to delegate tasks that match team members' skills and growth areas. They share knowledge regularly and identify opportunities for training and development. They provide constructive feedback and support to help others improve their skills and capabilities.</p> <p>Example: A mid-level employee delegates tasks to team members, providing clear instructions and support. They identify training programs that would benefit their team and encourage participation.</p>	<p>Summary: A professional at this band excels in mentoring and effectively delegating tasks to develop others' skills. They are adept at identifying growth opportunities and providing targeted training and development support. They recognize the potential in others and take a strategic approach to guide and develop their skills, often stepping back to empower their team.</p> <p>Example: A senior leader assigns challenging projects to team members based on their strengths and development needs, providing necessary resources and support. They create personalized development plans, identify potential leadership candidates, and provide opportunities for them to grow. They know when to step back and allow team members to take ownership of their tasks.</p>
Negotiation and Influencing	<p>Summary: This professional actively works to understand the interests and positions of all parties involved. They use persuasive techniques to achieve desirable outcomes and are skilled at opening others to new possibilities. They prepare for negotiations by gathering relevant information and planning their approach. Importantly, they can disconnect their passion for a point of view from personal feelings and interactions, ensuring that negotiations remain objective and focused on achieving mutually beneficial results.</p> <p>Example: A mid-level employee negotiates project deadlines with stakeholders by presenting well-researched timelines and demonstrating how their proposal benefits all parties. They use persuasive arguments to gain agreement and remain open to alternative solutions.</p>	<p>Summary: A professional at this level excels in negotiation and influencing. They effectively engage others, facilitating negotiations that result in measurable and desirable outcomes. They use data and emotional intelligence to support their arguments and are adept at persuading others. They can passionately advocate for a point of view yet wholly commit to a decision once it is made, not taking disagreements personally. They navigate complex negotiations skillfully, opening others to new possibilities.</p> <p>Example: A senior leader negotiates resource allocation with other teams, presenting a compelling case supported by data and addressing potential concerns. They achieve agreement by demonstrating the mutual benefits of their proposal and showing flexibility in accommodating others' needs.</p>

Senior Software Engineer		
Competency	Competency Description	Next-Level Competency Description
Personability	<p>Summary: This professional actively engages with others in a warm and relatable manner. They are consistently friendly, approachable, and show genuine interest in people’s lives. They nurture relationships by being supportive and maintaining a positive, informal attitude in their interactions.</p> <p>Example: A mid-level employee regularly checks in with team members, asking about their personal lives and showing empathy when they share concerns. They maintain a positive and engaging demeanor, creating a supportive atmosphere in the workplace.</p>	<p>Summary: A professional at this band excels in demonstrating warmth and relatability. They are highly approachable and people-oriented, showing deep compassion and understanding. They foster a nurturing environment, consistently maintaining an informal and engaging attitude that makes others feel valued and respected.</p> <p>Example: A senior leader creates a welcoming environment by hosting regular team-building activities and informal gatherings. They remember personal details about their team members and show genuine concern for their well-being, making everyone feel included and valued.</p>
Recognition	<p>Summary: This professional actively engages in recognizing and celebrating wins. They provide regular positive reinforcement and motivation, acknowledging both major and minor achievements. They share client praise and success stories, aiming to boost morale and reinforce positive behaviors.</p> <p>Example: A mid-level employee regularly acknowledges team members' efforts in team meetings and through personal notes or emails. They share positive feedback from clients and celebrate both individual and team successes, creating a supportive and motivating environment.</p>	<p>Summary: A professional at this band excels in recognizing and celebrating wins. They consistently provide positive reinforcement and support, creating a culture of appreciation and motivation. They actively share client praise and success stories, ensuring that achievements are widely recognized and celebrated.</p> <p>Example: A senior leader implements a formal recognition program, regularly highlighting team and individual achievements in company-wide communications. They share detailed client praise and success stories, making recognition an integral part of the organizational culture.</p>

Senior Software Engineer		
Competency	Competency Description	Next-Level Competency Description
Teamwork	<p>Summary: This professional actively engages in teamwork by coordinating efforts and aligning their work with team objectives. They work cooperatively and collaboratively, seeking input from team members and contributing to a supportive team environment. They take initiative to ensure their contributions align with the team’s goals.</p> <p>Example: A mid-level employee organizes regular check-ins with their team to ensure everyone is on the same page and coordinates efforts to meet project deadlines. They encourage open communication and actively seek feedback to improve team performance.</p>	<p>Summary: A professional at this band excels in fostering high-performance collaboration. They effectively coordinate and align team efforts, ensuring that all team members are working towards common goals. They work cooperatively across departments and build strong, collaborative relationships, enhancing overall team performance.</p> <p>Example: A senior leader collaborates with other teams to ensure seamless project execution. They lead cross-functional teams, aligning goals and resources, and regularly communicate progress and challenges. They create an environment where team members feel valued and motivated to contribute their best.</p>
Balance	<p>Summary: This professional actively manages commitments and multiple stakeholders, making deliberate trade-offs to maintain a healthier balance between various aspects of life. They effectively prioritize and schedule activities, manage stress through specific techniques, and regularly engage in activities that promote self-renewal.</p> <p>Example: A mid-level employee uses self-discipline to balance work tasks and personal activities. They practice stress management techniques such as exercise or meditation and make time for both work and leisure activities.</p>	<p>Summary: A professional at this band excels in maintaining a well-balanced life. They are adept at managing multiple commitments and stakeholders, making informed trade-offs that ensure a healthy balance between business and family, activity and reflection, work and leisure. They have strong stress management strategies and regularly engage in self-renewal activities.</p> <p>Example: A senior leader efficiently delegates tasks to manage their workload, prioritizing key commitments and setting aside time for family and personal interests. They practice mindfulness and regularly reflect on their activities to maintain a sense of purpose and well-being.</p>

Senior Software Engineer		
Competency	Competency Description	Next-Level Competency Description
Composure and Conflict Management	<p>Summary: At this band, a professional actively engages in practices to regulate their emotions. They handle moderate stress well. They listen actively, validate others' feelings, and initiate early conversations to prevent conflicts from escalating. This professional seeks mutually beneficial solutions and begins to build a reputation for being level-headed.</p> <p>Example: Before a meeting with a difficult stakeholder, a mid-level manager mentally prepares by practicing deep breathing and reviewing project details to stay calm and focused. During the meeting, she listens attentively to concerns, validates the stakeholders feelings, and initiates a structured discussion to address issues early.</p>	<p>Summary: A professional at this band consistently maintains self-regulation even in high-stress environments. They can think clearly and make rational decisions under pressure. Their deep understanding and anticipation of others' needs and emotions foster strong relationships. They effectively negotiate and mediate conflicts, balancing the interests of all parties involved.</p> <p>Example: A senior project manager navigates a crisis with a key client by staying calm and composed, ensuring clear communication and demonstrating a deep understanding of the client's concerns. They successfully mediate between the client and the internal team to reach a satisfactory resolution for all parties.</p>
Continuous Learner	<p>Summary: This professional actively seeks out learning opportunities and demonstrates a keen interest in personal and professional growth. They ask insightful questions and show inquisitiveness. They embrace a growth mindset, believing that their abilities can be developed through dedication and effort, and regularly seek feedback to improve.</p> <p>Example: A mid-level employee enrolls in online courses related to their field and participates in industry webinars. They frequently ask questions to deepen their understanding and apply new knowledge to their work. They seek feedback from peers and supervisors to identify areas for improvement.</p>	<p>Summary: A professional at this band excels in continuous learning, consistently pursuing self-awareness, wisdom, knowledge, and insight. They are highly inquisitive, ask the right questions, and are open-minded. They embrace a growth mindset, actively working on developing their abilities through dedication and hard work, and they mentor others to foster a learning culture.</p> <p>Example: A senior leader reads extensively on industry trends, attends advanced training, and engages in professional development programs. They ask deep, thought-provoking questions and encourage their team to do the same. They implement learnings to drive innovation and mentor team members to support their growth.</p>

Senior Software Engineer		
Competency	Competency Description	Next-Level Competency Description
Self-Awareness	<p>Summary: This professional actively engages in self-reflection and has a clear understanding of their emotions, thoughts, and behaviors. They regularly assess their strengths and weaknesses and strive to make emotionally informed decisions. They recognize that spending time in their strengths is energizing, while spending time in their weaknesses is draining and can lead to burnout. They demonstrate growing compassion, thoughtfulness, and intuition in their interactions.</p> <p>Example: A mid-level employee keeps a journal to reflect on their daily experiences and emotions. They seek feedback from colleagues to better understand their strengths and areas for improvement. They make decisions by considering both their emotions and the potential impact on others, showing increased empathy and thoughtfulness.</p>	<p>Summary: A professional at this level excels in understanding their emotions, thoughts, and behaviors through deep self-reflection. They have a comprehensive awareness of their strengths and weaknesses and consistently make emotionally informed decisions. They recognize that spending time on creative strengths is energizing, while spending time in reactive tendencies is draining and can lead to burnout. They demonstrate high levels of compassion, thoughtfulness, and intuition in their professional and personal interactions.</p> <p>Example: A senior leader practices mindfulness and meditation to maintain emotional balance and clarity. They have a strong sense of their strengths and areas for development, actively working on self-improvement. They make thoughtful and intuitive decisions, considering the emotional well-being of their team and fostering a supportive work environment.</p>
Selfless Leader	<p>Summary: This leader actively prioritizes the common good over personal ambition. They consistently manage their ego and demonstrate humility in their interactions. They recognize the limits of pride and are more comfortable asking for help to benefit the team or project.</p> <p>Example: A mid-level employee regularly credits their team for successes and takes responsibility for setbacks. They seek input from others and collaborate openly, showing that they value team contributions over personal recognition.</p>	<p>Summary: A leader at this band excels in prioritizing service over self-interest, consistently creating results that serve the common good. They effectively manage their ego and display a high degree of humility. They clearly understand the limits of pride and actively seek help and input from others to achieve the best outcomes.</p> <p>Example: A senior leader deflects praise to highlight team efforts and successes. They demonstrate humility by actively listening to their team's ideas and incorporating them into decisions. They openly admit when they need assistance and foster a collaborative environment.</p>

Senior Software Engineer		
Competency	Competency Description	Next-Level Competency Description
Accountability	<p>Summary: This professional actively takes ownership of their work and responsibilities, including those involving clients. They are not afraid to admit failures and seek to learn from them. They hold themselves and others accountable, ensuring that responsibilities are met and errors are addressed constructively.</p> <p>Example: A mid-level employee takes responsibility for a project's outcome, acknowledging both successes and areas for improvement. When a mistake occurs, they admit it promptly, analyze what went wrong, and implement changes to prevent future issues. They also encourage their team to take ownership of their work.</p>	<p>Summary: A professional at this band excels in taking ownership for themselves and others, including clients. They consistently admit failures without fear and use them as learning opportunities. They create an environment where accountability is valued and practiced, ensuring that everyone understands their responsibilities and meets them.</p> <p>Example: A senior leader openly discusses project outcomes with their team, highlighting both successes and failures. They take full responsibility for any issues, transparently communicate with clients about setbacks, and work collaboratively to find solutions. They mentor their team to embrace accountability in their roles.</p>
Courageous Authenticity	<p>Summary: This professional actively strives to be true to themselves and relate to others genuinely. They consistently maintain transparency and integrity in their interactions. They are more comfortable pushing back politely against unreasonable expectations and regularly admit when they don't know something, demonstrating a growing openness and courage.</p> <p>Example: A mid-level employee regularly provides honest feedback to their team and admits when they need more information or clarification. They politely challenge unreasonable deadlines or expectations, ensuring their team is not overburdened while maintaining respectful and open communication.</p>	<p>Summary: A professional at this band excels in courageous authenticity, consistently being true to themselves and relating to others with high integrity. They maintain transparency and openness in all interactions, frequently pushing back politely against unreasonable expectations. They are comfortable admitting their limitations and create an environment where openness and honesty are valued.</p> <p>Example: A senior leader openly discusses challenges and uncertainties with their team, fostering a culture of transparency. They consistently push back against unrealistic demands from higher-ups, advocating for their team's well-being while maintaining professional respect. They admit when they need further understanding and encourage their team to do the same.</p>

Senior Software Engineer		
Competency	Competency Description	Next-Level Competency Description
Integrity	<p>Summary: This professional actively adheres to their values and principles, ensuring their actions align with their commitments. They consistently demonstrate honesty and reliability in their interactions. They are more proactive in leading by example, fostering a trustworthy environment.</p> <p>Example: A mid-level employee ensures they meet deadlines and deliver on promises to their team and clients. They are transparent about challenges and work diligently to maintain trust, encouraging their team to do the same by setting clear expectations and following through on their commitments.</p>	<p>Summary: A professional at this band excels in adhering to values and principles, consistently following through on commitments. They lead by example with a high degree of honesty and trustworthiness, influencing others through their actions. They create a culture of integrity within their team or organization.</p> <p>Example: A senior leader consistently delivers on their promises and holds themselves accountable for their actions. They foster an environment of trust by being transparent about decisions and processes. They mentor others on the importance of integrity and ensure that their team operates with the same band of honesty and reliability.</p>
Attention to Detail	<p>Summary: This professional actively seeks to be thorough and precise in their work. They consistently notice and address all aspects of a task, ensuring accuracy. They implement a more structured review process and are less likely to be rushed, leading to higher-quality outcomes and fewer errors.</p> <p>Example: A mid-level employee double-checks reports and documents for accuracy, consistently catching and correcting small errors. They follow a checklist to ensure all aspects of their tasks are completed thoroughly and on time.</p>	<p>Summary: A professional at this band excels in being thorough and precise. They notice and address even the smallest details in their work, consistently ensuring high-quality outcomes. They have developed a meticulous review process and maintain a steady pace to prevent errors, demonstrating a strong commitment to accuracy.</p> <p>Example: A senior leader conducts detailed reviews of project plans and deliverables, ensuring every element meets high standards of quality. They mentor their team on best practices for maintaining attention to detail and create systems to support thorough and precise work.</p>

Senior Software Engineer		
Competency	Competency Description	Next-Level Competency Description
Problem Solving	<p>Summary: This professional actively engages in problem solving by breaking down problems into more detailed components and thinking ahead to anticipate potential issues. They begin to explore innovative approaches and develop more effective solutions. They also seek input from others to enhance their problem-solving process.</p> <p>Example: A mid-level employee analyzes a workflow bottleneck by identifying its root causes and considering the impact of potential solutions. They propose a new method to streamline the process and involve team members in brainstorming sessions to gather diverse perspectives.</p>	<p>Summary: A professional at this level excels in creative problem solving. They thoroughly break down complex problems, think ahead to anticipate future challenges, and consistently foster innovation. They introduce new approaches or viewpoints to existing problem sets, developing effective, forward-thinking solutions. They encourage a collaborative approach to problem solving within their team.</p> <p>Example: A senior leader faces a significant project delay and conducts a detailed analysis to understand all contributing factors. They develop a comprehensive plan to address the immediate issues and implement changes to prevent future delays. They also introduce innovative tools and techniques to improve project management efficiency.</p>
Stakeholder Management	<p>Summary: This professional actively engages with stakeholders, prioritizing their needs and interests more consistently. They foster stronger relationships and regularly incorporate stakeholder perspectives into decision-making. They demonstrate a growing commitment to serving the community and global welfare. Note: at this band, stakeholders are primarily internal.</p> <p>Example: A mid-level employee holds regular meetings with stakeholders to gather feedback and ensure their needs are addressed in project planning. They make efforts to understand and incorporate stakeholders' perspectives into their decisions, aiming for outcomes that benefit both the stakeholders and the broader community.</p>	<p>Summary: A professional at this band excels in stakeholder management, actively building and maintaining strong relationships with all stakeholders. They consistently prioritize stakeholder needs and integrate their perspectives into decision-making processes. They demonstrate a high band of commitment to serving the community and global welfare, seeking mutually beneficial outcomes.</p> <p>Example: A senior leader develops a stakeholder engagement strategy that includes regular communication, feedback loops, and collaborative decision-making processes. They ensure that stakeholder needs and interests are central to their strategic planning and execution, balancing these with community and global welfare considerations.</p>

Senior Software Engineer		
Competency	Competency Description	Next-Level Competency Description
Sustainable Productivity	<p>Summary: This leader actively seeks to balance achieving results with maintaining the organization’s long-term effectiveness. They prioritize both human and technical resources, recognizing the importance of sustainable practices. They implement strategies that support sustained high performance over time.</p> <p>Example: A mid-level employee plans projects with a focus on resource efficiency, ensuring team members are not overworked and technical resources are used optimally. They introduce sustainable practices, such as regular team rotations and technology upgrades, to maintain high productivity without compromising future effectiveness.</p>	<p>Summary: A leader at this band excels in balancing immediate results with the organization’s long-term effectiveness. They adeptly manage human and technical resources, implementing sustainable practices that enhance performance over time. They create an environment where high productivity is consistently achieved through thoughtful and sustainable actions.</p> <p>Example: A senior leader develops a comprehensive resource management plan that includes professional development for team members and regular maintenance and upgrades for technical resources. They prioritize initiatives that promote long-term sustainability, such as reducing waste and improving energy efficiency, while consistently achieving high-performance outcomes.</p>
Systems Thinker	<p>Summary: This professional actively engages in systems thinking by considering the broader context and long-term impacts of their decisions. They demonstrate contextual awareness and big picture thinking more consistently. They proactively break down work into actionable steps that align with the overall system’s health.</p> <p>Example: A mid-level employee plans their team’s projects by considering how each task contributes to the organization’s goals and mission. They think ahead to anticipate potential issues and ensure their team’s efforts support long-term objectives.</p>	<p>Summary: A professional at this band excels in systems thinking, consistently making decisions with the entire system’s long-term health in mind. They demonstrate strong contextual awareness and big picture thinking, effectively integrating these perspectives into their work. They break down complex problems into actionable steps that align with strategic goals.</p> <p>Example: A senior leader evaluates new initiatives by considering their impact on the organization’s long-term strategy and ecosystem. They develop detailed plans that incorporate various stakeholders’ needs and ensure that every step taken supports sustainable growth and system resilience.</p>

Senior Software Engineer		
Competency	Competency Description	Next-Level Competency Description
Purposeful and Visionary	<p>Summary: This professional actively communicates and models their commitment to personal purpose and vision. They increasingly align their actions with clients' best interests, fostering trust through transparency and reliability. They provide clearer direction and support to their team and clients, demonstrating a growing ability to lead with purpose.</p> <p>Example: A mid-level employee regularly discusses their vision and goals with their team and ensures their work aligns with clients' needs. They build trust by being transparent about their decision-making process and consistently following through on commitments. They provide clear guidance on how their team can contribute to the shared vision.</p>	<p>Summary: A professional at this band excels in communicating and modeling a strong commitment to their personal purpose and vision. They consistently prioritize clients' best interests, fostering high trust through integrity and reliability. They provide clear and inspiring direction, ensuring that their team understands and is motivated by the shared vision.</p> <p>Example: A senior leader articulates a compelling vision for their department that aligns with the organization's goals and clients' needs. They consistently act in ways that build trust and demonstrate their commitment to this vision. They provide clear and actionable guidance to their team, ensuring everyone understands their role in achieving the vision.</p>
Strategic Planning	<p>Summary: This professional actively engages in strategic planning by considering both near and long-term goals. They develop more detailed plans and start to anticipate future challenges and opportunities. They are more effective in redirecting stakeholder focus and identifying and addressing client pain points.</p> <p>Example: A mid-level employee creates project plans that align with the department's annual goals and regularly reviews client feedback to adjust strategies. They proactively communicate with stakeholders to align focus on key objectives and anticipate potential issues that could affect long-term success.</p>	<p>Summary: A professional at this band excels in strategic planning, consistently thinking and planning rigorously for both near and long-term success. They effectively redirect stakeholder focus to align with strategic goals and have a strong ability to identify and address client pain points. Their planning is comprehensive and integrated into the organization's overall strategy.</p> <p>Example: A senior leader develops a multi-year strategic plan that incorporates market trends, client feedback, and organizational goals. They lead initiatives to address client pain points proactively and ensure that all stakeholders are aligned with the strategic vision. Their plans are detailed and consider a wide range of factors affecting long-term success.</p>

Senior Software Engineer		
Competency	Competency Description	Next-Level Competency Description
Achieves Results	<p>Summary: This professional actively sets and pursues clear goals, taking decisive action and planning steps to accomplish tasks. They prioritize effectively, maintaining diligence and discipline through regular follow-up and persistence. They demonstrate growing resilience and responsiveness, ensuring timely delivery of results and smoothly adapting to changes.</p> <p>Example: A mid-level employee creates detailed project plans with clear milestones and deadlines. They prioritize tasks based on importance and urgency, regularly checking progress and making adjustments as needed. They handle changes in project scope or unexpected challenges with increased confidence and efficiency.</p>	<p>Summary: A professional at this band excels in achieving results, demonstrating a strong bias for action and high action orientation. They set ambitious goals, organize, and plan meticulously, ensuring all steps are mapped out to accomplish tasks. They prioritize effectively, maintaining exceptional diligence and discipline through rigorous follow-up and persistence. Their resilience and responsiveness are well-developed, enabling them to ensure timely delivery of results and quickly adapt to changing circumstances.</p> <p>Example: A senior leader establishes strategic goals for their team, developing comprehensive plans to achieve them. They consistently prioritize initiatives that drive the most significant impact, following up regularly to ensure progress. They exhibit strong resilience, swiftly adapting to market changes or internal challenges while keeping their team focused and motivated.</p>
Time Management	<p>Summary: This professional actively manages their time by prioritizing tasks effectively and using scheduling tools to stay organized. They ensure meetings are productive and necessary, and they consistently deliver results on time. They handle multitasking with increased efficiency and communicate proactively with the team when workload exceeds capacity, ensuring transparency and collaboration.</p> <p>Example: A mid-level employee creates weekly plans to prioritize key tasks and uses project management software to keep track of deadlines. They streamline meetings to ensure they are focused and productive, and they consistently meet their deadlines by effectively juggling multiple responsibilities.</p>	<p>Summary: A professional at this level excels in managing their time and the time of others. They prioritize tasks strategically, ensuring meetings are productive and only held when necessary. They consistently deliver results on time and handle multitasking with high efficiency and organization. They proactively communicate with the team when workload exceeds capacity, fostering transparency and collaboration.</p> <p>Example: A senior leader develops and adheres to a detailed schedule that includes time blocks for focused work, meetings, and strategic planning. They lead by example, ensuring that all meetings have clear agendas and outcomes. They effectively delegate tasks and manage their team's time to optimize productivity and consistently meet deadlines.</p>

Senior Software Engineer		
Competency	Competency Description	Next-Level Competency Description
Agility	<p>Summary: This professional actively adapts to changing conditions and challenges with greater ease. They are flexible and responsive, managing uncertainty and complexity more effectively. They embrace change and are committed to continuous learning and innovative problem-solving, ensuring productivity and goal achievement.</p> <p>Example: A mid-level employee quickly reallocates resources when a project scope changes, ensuring the team remains productive. They seek out new learning opportunities and encourage innovative approaches to problem-solving, maintaining momentum despite challenges.</p>	<p>Summary: A professional at this band excels in adapting to changing conditions, challenges, and opportunities. They are highly flexible, responsive, and proactive in managing uncertainty and complexity. They consistently embrace change, engage in continuous learning, and apply innovative problem-solving techniques to maintain productivity and achieve goals.</p> <p>Example: A senior leader navigates a major market shift by quickly adjusting the strategic plan and reallocating team efforts. They foster a culture of agility, encouraging team members to continuously learn and innovate, ensuring that the organization remains productive and achieves its objectives despite external pressures.</p>
Efficiency	<p>Summary: This professional actively seeks to maximize productivity with minimal wasted effort or resources. They streamline processes more effectively, identify potential obstacles early, and ensure thorough preparation for tasks. They practice over-optimization to improve efficiency and predict issues on tickets with greater accuracy.</p> <p>Example: A mid-level employee reviews team workflows regularly to identify inefficiencies and implement improvements. They prepare detailed plans and anticipate potential problems on projects, making adjustments in advance to avoid delays and resource wastage.</p>	<p>Summary: A professional at this band excels in achieving maximum productivity with minimal wasted effort or resources. They consistently streamline processes, accurately predict and address potential obstacles early, and ensure thorough preparation for all tasks. They practice over-optimization, ensuring tasks are completed swiftly and effectively with a high band of efficiency.</p> <p>Example: A senior leader implements advanced project management techniques to streamline operations and eliminate bottlenecks. They predict issues on tickets accurately and prepare comprehensive plans that account for potential obstacles, ensuring tasks are completed on time and with optimal use of resources.</p>

Senior Software Engineer		
Competency	Competency Description	Next-Level Competency Description
Decision Making	<p>Summary: This professional actively works to make quality decisions in a timely manner, even when faced with uncertainty and incomplete information. They demonstrate growing comfort in moving forward despite ambiguity and regularly confer with others to gather diverse perspectives and insights when making key decisions.</p> <p>Example: A mid-level employee analyzes available data and considers potential risks before making decisions, even when all information is not available. They actively seek input from team members and other departments to ensure well-rounded decisions and are increasingly comfortable with uncertainty.</p>	<p>Summary: A leader at this band excels in making quality decisions quickly, effectively managing uncertainty and incomplete information. They are confident in moving forward despite ambiguity and consistently confer with others to ensure decisions are well-informed and balanced. Their decision-making process is thorough and strategic.</p> <p>Example: A senior leader routinely makes strategic decisions under tight deadlines, balancing risks and opportunities with incomplete data. They involve key stakeholders in the decision-making process, ensuring a collaborative approach that leverages diverse expertise and perspectives.</p>
Business Acumen	<p>Summary: This professional actively seeks to deepen their understanding of business operations, strategies, and market dynamics. They possess some financial literacy and engage in strategic thinking. Their ability to analyze and assess risks is improving, and they actively seek to understand industry trends and competitive landscapes to make informed decisions.</p> <p>Example: A mid-level employee stays updated on industry trends and competitor activities, using this knowledge to inform their team's activities and plans.</p>	<p>Summary: A professional at this band understands and applies knowledge of business operations, strategies, and market dynamics. They demonstrate financial literacy, and possess strong strategic thinking and analytical skills. They effectively assess risks and have a deep understanding of industry trends and competitive landscapes, making informed decisions that drive organizational success.</p> <p>Example: A senior leader uses their understanding of financial metrics and industry trends to shape the company's strategic direction. They conduct thorough market analyses and competitive assessments, making data-driven decisions that enhance the organization's competitive position and profitability.</p>

Senior Software Engineer		
Competency	Competency Description	Next-Level Competency Description
Project Acumen	<p>Summary: This professional actively engages in learning about project management principles, gaining knowledge on how to write and translate requirements, and understand the creation and oversight of budgets and estimates. They demonstrate growing skills in understanding how to manage costs, maintain project scope, assess risks, and manage timelines. They begin to understand how consistency is maintained throughout the project lifecycle.</p> <p>Example: A mid-band employee learns about project management by studying detailed project requirements and comprehensive budgets and estimates. They observe how project costs and timelines are monitored and adjusted to stay within scope. They learn how risks are identified and mitigated to keep the project on track.</p>	<p>Summary: A professional at this level has an in-depth understanding of project management principles. They are knowledgeable about writing and translating requirements, and understanding how to create and oversee accurate budgets and estimates. They grasp the concepts of managing costs, maintaining project scope, assessing risks, and managing timelines. They understand the importance of ensuring consistency and quality throughout the project lifecycle.</p> <p>Example: A senior employee gains insights into project management by studying detailed project plans that include clear requirements, budgets, and timelines. They observe how project costs and scope are managed effectively, how risks are anticipated and mitigated before they become issues, and how all project phases are kept consistent and aligned with the project's goals to achieve successful outcomes.</p>