

Career Growth

AI Fluency Competency Template (Managers + ICs)

As AI transforms the way people work, they develop new skills that should be clarified, guided, supported, and rewarded — just like every other job competency.

Job competencies help everyone at the organization understand what's expected of them, and career tracks show what it takes to get to the next level. As employees grow professionally, their skills should sharpen, deepen, and lead to greater impact, so there's a clear difference between the expectations of an entry-level employee and a senior leader.

AI fluency competencies set the tone for what kind of AI skills are allowed, encouraged, and rewarded at each level of growth. They ensure employees have the capability to think and work alongside AI as they grow. And they ultimately help employees demonstrate how they're producing better work, making smarter decisions, and building things that last.

Competencies for All Employees Across the Organization

Competency	L1	L2	L3	L4	L5	L6
People + AI Fluency	You are developing proficiency across these AI fluency	You are developing proficiency across these AI fluency behaviors.	You are proficient across these AI fluency behaviors.	You are highly proficient across these AI fluency behaviors.	You are an expert across these AI fluency behaviors.	You are an expert across these AI fluency behaviors.

	behaviors, with support from your manager.					
	Scope of responsibility: Self	Scope of responsibility: Self	Scope of responsibility: Self	Scope of responsibility: Team	Scope of responsibility: Team	Scope of responsibility: Team/Dept
	Sphere of influence: Self	Sphere of influence: Team	Sphere of influence: Team/Cross-functional partners	Sphere of influence: Cross-functional partners	Sphere of influence: Team/Department	Sphere of influence: Department
	<i>(Descriptions below shared across all levels)</i>	<i>(Descriptions below shared across all levels)</i>	<i>(Descriptions below shared across all levels)</i>	<i>(Descriptions below shared across all levels)</i>	<i>(Descriptions below shared across all levels)</i>	<i>(Descriptions below shared across all levels)</i>
	1. Structural Understanding Has a solid understanding of the components of AI, how AI tools create output, and the legal/security guidelines.	1. Structural Understanding Has a solid understanding of the components of AI, how AI tools create output, and the legal/security guidelines.	1. Structural Understanding Has a solid understanding of the components of AI, how AI tools create output, and the legal/security guidelines.	1. Structural Understanding Has a solid understanding of the components of AI, how AI tools create output, and the legal/security guidelines.	1. Structural Understanding Has a solid understanding of the components of AI, how AI tools create output, and the legal/security guidelines.	1. Structural Understanding Has a solid understanding of the components of AI, how AI tools create output, and the legal/security guidelines.
	2. Judgement Applies critical thinking and personal expertise to determine when, how, and whether to trust, use, and act on AI outputs.	2. Judgement Applies critical thinking and personal expertise to determine when, how, and whether to trust, use, and act on AI outputs.	2. Judgement Applies critical thinking and personal expertise to determine when, how, and whether to trust, use, and act on AI outputs.	2. Judgement Applies critical thinking and personal expertise to determine when, how, and whether to trust, use, and act on AI outputs.	2. Judgement Applies critical thinking and personal expertise to determine when, how, and whether to trust, use, and act on AI outputs.	2. Judgement Applies critical thinking and personal expertise to determine when, how, and whether to trust, use, and act on AI outputs.
	3. Conscious Delegation Intentionally decides what to delegate to AI and what should remain human-owned,	3. Conscious Delegation Intentionally decides what to delegate to AI and what should remain human-owned, to	3. Conscious Delegation Intentionally decides what to delegate to AI and what should remain human-owned, to	3. Conscious Delegation Intentionally decides what to delegate to AI and what should remain human-owned, to	3. Conscious Delegation Intentionally decides what to delegate to AI and what should remain human-owned,	3. Conscious Delegation Intentionally decides what to delegate to AI and what should remain human-owned, to

	to maximize both quality and impact. 4. Learning Velocity Has the ability and desire to continuously learn new skills and evolve ways of working. If applicable based on role, experiments with new workflows, learns what works, and moves from idea to action. 5. Force Multiplier If applicable based on role, turns AI-driven workflows and expertise into something reusable for others, and builds in a way that serves the broader team or org to work more effectively at scale.	maximize both quality and impact. 4. Learning Velocity Has the ability and desire to continuously learn new skills and evolve ways of working. If applicable based on role, experiments with new workflows, learns what works, and moves from idea to action. 5. Force Multiplier If applicable based on role, turns AI-driven workflows and expertise into something reusable for others, and builds in a way that serves the broader team or org to work more effectively at scale.	maximize both quality and impact. 4. Learning Velocity Has the ability and desire to continuously learn new skills and evolve ways of working. If applicable based on role, experiments with new workflows, learns what works, and moves from idea to action. 5. Force Multiplier If applicable based on role, turns AI-driven workflows and expertise into something reusable for others, and builds in a way that serves the broader team or org to work more effectively at scale.	maximize both quality and impact. 4. Learning Velocity Has the ability and desire to continuously learn new skills and evolve ways of working. If applicable based on role, experiments with new workflows, learns what works, and moves from idea to action. 5. Force Multiplier If applicable based on role, turns AI-driven workflows and expertise into something reusable for others, and builds in a way that serves the broader team or org to work more effectively at scale.	to maximize both quality and impact. 4. Learning Velocity Has the ability and desire to continuously learn new skills and evolve ways of working. If applicable based on role, experiments with new workflows, learns what works, and moves from idea to action. 5. Force Multiplier If applicable based on role, turns AI-driven workflows and expertise into something reusable for others, and builds in a way that serves the broader team or org to work more effectively at scale.	maximize both quality and impact. 4. Learning Velocity Has the ability and desire to continuously learn new skills and evolve ways of working. If applicable based on role, experiments with new workflows, learns what works, and moves from idea to action. 5. Force Multiplier If applicable based on role, turns AI-driven workflows and expertise into something reusable for others, and builds in a way that serves the broader team or org to work more effectively at scale.
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Competencies for Managers Across the Organization

Competency	M3	M4	M5	M6	M7	M8	M9	M10
People + AI Fluency	You are developing proficiency across these AI	You are proficient across these AI fluency leadership	You are highly proficient across these AI fluency behaviors,	You are an expert across these AI fluency leadership	You are an expert across these AI fluency leadership behaviors, driving	You are driving organizational AI strategy across these AI fluency	You are defining the vision across these AI fluency behaviors,	You are defining the vision across these AI fluency behaviors,

	fluency leadership behaviors, and modeling effective AI practices in day-to-day work.	behaviors, and coaching your team to build effective AI workflows, have healthy AI practices, and drive adoption.	shaping how multiple teams adopt AI and improving cross-functional ways of working.	behaviors, driving department-wide AI adoption and improving business outcomes through scalable ways of working.	department-wide AI adoption and improving business outcomes through scalable ways of working.	behaviors, aligning leaders around scalable operating models that enable long-term business impact.	shaping how Lattice works alongside AI by setting company strategy, culture, and enterprise priorities.	shaping how Lattice works alongside AI by setting company strategy, culture, and enterprise priorities.
	Scope of responsibility: Team	Scope of responsibility: Team	Scope of responsibility: Team	Scope of responsibility: Team/Dept	Scope of responsibility: Department	Scope of responsibility: Division	Scope of responsibility: Division	Scope of responsibility: Division
	Sphere of influence: Team	Sphere of influence: Team/ Cross-functional	Sphere of influence: Cross-functional	Sphere of influence: Department	Sphere of influence: Department/ Division	Sphere of influence: Division/ Organization	Sphere of influence: Organization	Sphere of influence: Organization
	<i>(Descriptions below shared across all levels. Managers are also expected to be proficient in the AI competencies listed in the IC tracks)</i>	<i>(Descriptions below shared across all levels. Managers are also expected to be proficient in the AI competencies listed in the IC tracks)</i>	<i>(Descriptions below shared across all levels. Managers are also expected to be proficient in the AI competencies listed in the IC tracks)</i>	<i>(Descriptions below shared across all levels. Managers are also expected to be proficient in the AI competencies listed in the IC tracks)</i>	<i>(Descriptions below shared across all levels. Managers are also expected to be proficient in the AI competencies listed in the IC tracks)</i>	<i>(Descriptions below shared across all levels. Managers are also expected to be proficient in the AI competencies listed in the IC tracks)</i>	<i>(Descriptions below shared across all levels. Managers are also expected to be proficient in the AI competencies listed in the IC tracks)</i>	<i>(Descriptions below shared across all levels. Managers are also expected to be proficient in the AI competencies listed in the IC tracks)</i>
	1. Space Creation Creating psychological safety for the team to experiment and fail with AI, and blocking off time on the calendar	1. Space Creation Creating psychological safety for the team to experiment and fail with AI, and blocking off time on the calendar	1. Space Creation Creating psychological safety for the team to experiment and fail with AI, and blocking off time on the calendar	1. Space Creation Creating psychological safety for the team to experiment and fail with AI, and blocking off time on the calendar	1. Space Creation Creating psychological safety for the team to experiment and fail with AI, and blocking off time on the calendar for	1. Space Creation Creating psychological safety for the team to experiment and fail with AI, and blocking off time on the calendar	1. Space Creation Creating psychological safety for the team to experiment and fail with AI, and blocking off time on the calendar	1. Space Creation Creating psychological safety for the team to experiment and fail with AI, and blocking off time

	for AI upskilling and building.	for AI upskilling and building.	for AI upskilling and building.	for AI upskilling and building.	AI upskilling and building.	for AI upskilling and building.	for AI upskilling and building.	on the calendar for AI upskilling and building.
	2. Behavior Modeling Visibly sharing your own AI experimentation and workflows so the team can learn from you. Showing your team that pressure testing AI is expected, and encouraging your team to adopt healthy skepticism of the output of AI.	2. Behavior Modeling Visibly sharing your own AI experimentation and workflows so the team can learn from you. Showing your team that pressure testing AI is expected, and encouraging your team to adopt healthy skepticism of the output of AI.	2. Behavior Modeling Visibly sharing your own AI experimentation and workflows so the team can learn from you. Showing your team that pressure testing AI is expected, and encouraging your team to adopt healthy skepticism of the output of AI.	2. Behavior Modeling Visibly sharing your own AI experimentation and workflows so the team can learn from you. Showing your team that pressure testing AI is expected, and encouraging your team to adopt healthy skepticism of the output of AI.	2. Behavior Modeling Visibly sharing your own AI experimentation and workflows so the team can learn from you. Showing your team that pressure testing AI is expected, and encouraging your team to adopt healthy skepticism of the output of AI.	2. Behavior Modeling Visibly sharing your own AI experimentation and workflows so the team can learn from you. Showing your team that pressure testing AI is expected, and encouraging your team to adopt healthy skepticism of the output of AI.	2. Behavior Modeling Visibly sharing your own AI experimentation and workflows so the team can learn from you. Showing your team that pressure testing AI is expected, and encouraging your team to adopt healthy skepticism of the output of AI.	2. Behavior Modeling Visibly sharing your own AI experimentation and workflows so the team can learn from you. Showing your team that pressure testing AI is expected, and encouraging your team to adopt healthy skepticism of the output of AI.
	3. Process Reinvention Evolving how the team's work actually gets done by reinventing entire processes, not just incrementally adding AI on top of existing processes.	3. Process Reinvention Evolving how the team's work actually gets done by reinventing entire processes, not just incrementally adding AI on top of existing processes.	3. Process Reinvention Evolving how the team's work actually gets done by reinventing entire processes, not just incrementally adding AI on top of existing processes.	3. Process Reinvention Evolving how the team's work actually gets done by reinventing entire processes, not just incrementally adding AI on top of existing processes.	3. Process Reinvention Evolving how the team's work actually gets done by reinventing entire processes, not just incrementally adding AI on top of existing processes.	3. Process Reinvention Evolving how the team's work actually gets done by reinventing entire processes, not just incrementally adding AI on top of existing processes.	3. Process Reinvention Evolving how the team's work actually gets done by reinventing entire processes, not just incrementally adding AI on top of existing processes.	3. Process Reinvention Evolving how the team's work actually gets done by reinventing entire processes, not just incrementally adding AI on top of existing processes.
	4. Work Review Reviewing your team's work to	4. Work Review Reviewing your team's work to	4. Work Review Reviewing your team's work to	4. Work Review Reviewing your team's work to	4. Work Review Reviewing your team's work to	4. Work Review Reviewing your team's work to	4. Work Review Reviewing your team's work to	4. Work Review Reviewing your team's work to

spot patterns and coaching opportunities (versus taking a direct report's work, dropping it into AI, and handing back AI feedback as your own).	spot patterns and coaching opportunities (versus taking a direct report's work, dropping it into AI, and handing back AI feedback as your own).	spot patterns and coaching opportunities (versus taking a direct report's work, dropping it into AI, and handing back AI feedback as your own).	spot patterns and coaching opportunities (versus taking a direct report's work, dropping it into AI, and handing back AI feedback as your own).	spot patterns and coaching opportunities (versus taking a direct report's work, dropping it into AI, and handing back AI feedback as your own).	spot patterns and coaching opportunities (versus taking a direct report's work, dropping it into AI, and handing back AI feedback as your own).	spot patterns and coaching opportunities (versus taking a direct report's work, dropping it into AI, and handing back AI feedback as your own).	spot patterns and coaching opportunities (versus taking a direct report's work, dropping it into AI, and handing back AI feedback as your own).	spot patterns and coaching opportunities (versus taking a direct report's work, dropping it into AI, and handing back AI feedback as your own).
5. Shared Workflows Defining how your team/function's AI workflows connect to other teams/functions, rather than optimizing in isolation.	5. Shared Workflows Defining how your team/function's AI workflows connect to other teams/functions, rather than optimizing in isolation.	5. Shared Workflows Defining how your team/function's AI workflows connect to other teams/functions, rather than optimizing in isolation.	5. Shared Workflows Defining how your team/function's AI workflows connect to other teams/functions, rather than optimizing in isolation.	5. Shared Workflows Defining how your team/function's AI workflows connect to other teams/functions, rather than optimizing in isolation.	5. Shared Workflows Defining how your team/function's AI workflows connect to other teams/functions, rather than optimizing in isolation.	5. Shared Workflows Defining how your team/function's AI workflows connect to other teams/functions, rather than optimizing in isolation.	5. Shared Workflows Defining how your team/function's AI workflows connect to other teams/functions, rather than optimizing in isolation.	5. Shared Workflows Defining how your team/function's AI workflows connect to other teams/functions, rather than optimizing in isolation.

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