

Expectations for design roles

Career progression and professional growth is important at Addepar. To help designers in manager roles carve their career paths, we provide an expectations grid that's used to guide development discussions between the makers and their managers.

L-1 Manager

L-2 Senior Manager

D-1 Director

D-2 Senior Director

VP Vice President

L-1 Manager

Scope	Vision & Strategy	Operational Effectiveness	People Management & Culture
<ul style="list-style-type: none">Manages a team of one or more ICs.Has qualifications of an IC4 designer/researcher.Manages design/research for one or more cross-functional teams.Focused on managing and developing people.Learning business strategy.Most hands-on.	<ul style="list-style-type: none">You proactively learn more about Addepar's clients, platform, and industry standards and trends.You partner cross-functionally to define the vision, objectives, and key results for the projects you manage based on your department's vision and strategy.You use data to advocate for better user experiences.You build cross-functional alignment on key decisions.Your team understands how and why these decisions are made.You encourage experimentation and new ways of thinking.	<ul style="list-style-type: none">You understand design and research best practices, and your team applies them to their work.Your team delivers work that aligns with business goals and our design principles. They do quality checks to ensure client-facing experiences meet our standards.You assist your team in measuring the effectiveness of their work.You delegate projects and tasks effectively, providing hands-on support as needed.You propose solutions for gaps and risks, and escalate appropriately.Your team meets goals and deadlines.You facilitate constructive, productive discussions around design, research, and organizational issues.You have a growth mindset.You approach change with positivity and enthusiasm.You coach, support, and unblock your team. You ensure your team has a balanced workload.	<ul style="list-style-type: none">You hire and retain top ICs.You identify under-performers and put plans in place to correct issues.You develop ICs, identify growth opportunities, and provide helpful resources that help them achieve their development goals.You seek mentorship and coaching opportunities to continue growing in your role.You empower your team to do their best work and actively recognize their achievements.You build trust with your team and foster a safe space for feedback. You leverage diverse perspectives and heuristics within your team.You are learning to give direct, honest, and timely feedback.You demonstrate Addepar's values in your day-to-day and hold your team accountable to do the same.

L-2 Senior Manager

Scope	Vision & Strategy	Operational Effectiveness	People Management & Culture
<ul style="list-style-type: none">Manages a team of one or more ICs and/or managers.Manages design/research for one or more cross-functional teams.Focused on managing and developing people.Displays business sense and acumen.Somewhat hands-on.	<ul style="list-style-type: none">You use your understanding of Addepar clients, products, and industry standards and trends to propose new solutions and drive decisions for your team.You contribute to your department's vision and strategy.You define measurable key results for your team that align with your department's objectives.You assist senior leaders in cascading their vision and strategy for the organization.You drive key decisions and strategic direction across many teams to provide org-level impact.You inspire your team to innovate.	<ul style="list-style-type: none">You evaluate and define processes, tools, and systems that enable your team to do their best work.You influence, define, and enforce high-quality standards for client-facing experiences.You maintain exceptional cross-functional relationships.You create formal agreements to coordinate work amongst teams. You drive disparate teams to consensus.Your team monitors and measures the impact of their work.You hold your team accountable for delivering on project, team, and department goals.You are entrusted with managing complex and complicated projects. You are comfortable operating with ambiguity and thrive in periods of change.You anticipate staffing gaps and partner cross-functionally to find solutions. You adapt your staff to meet stretch goals.	<ul style="list-style-type: none">You hire and retain top ICs and potentially managers.You influence hiring best practices and standards.You promote open roles externally.You develop ICs and potentially managers. You identify growth opportunities and provide helpful resources that help them achieve their development goals.You proactively seek mentorship, coaching, and other learning opportunities from industry leaders.You are comfortable giving direct, honest, and timely feedback.You regularly elevate the design organization at Addepar internally. You elevate Addepar's brand externally.You establish and evolve team rituals that cultivate a positive and productive design culture.

D-1 Director

Scope	Vision & Strategy	Operational Effectiveness	People Management & Culture
<ul style="list-style-type: none">Manages managers and mid- to senior-level ICs.Requires formal design/research leadership experience.Typically manages one function within a department.Develops vision and strategy for their function, while also managing and developing people.Hands-on as needed.	<ul style="list-style-type: none">You stay up-to-date on emerging trends, market opportunities, and competitor offerings. You help optimize and evolve design and research strategies.You contribute to your department's vision and strategy.You define objectives and key results for your function that support the department's strategy.You evaluate and drive decisions that elevate Addepar's user experience.You drive internal communication that connects business goals with the work you prioritized for your function.You drive innovation and take calculated risks.	<ul style="list-style-type: none">You evaluate processes, tools, and systems to ensure fiscal responsibility and team success.You partner with your peers to manage the operations and outcomes of your department's vision and strategy.You raise the standards for client-facing experiences and hold your function accountable for delivering on them.You maintain exceptional cross-functional relationships. You promote a successful partnership between your function and other functions.You effectively communicate updates to the business and your team to explain the impact on business goals.You manage and deliver complex initiatives. You anticipate change and evolve plans accordingly.You thrive in situations that deal with ambiguity. You provide direction and clarity for your function.You define your function's staffing structure and identify opportunities for new roles and functions.	<ul style="list-style-type: none">You hire and retain top ICs and managers.You leverage your network to attract top talent.You define hiring practices for your function and contribute to Design's hiring standards.You manage and develop managers and senior ICs. You identify growth opportunities, and provide resources and plans to help them achieve their development goals.You identify leadership growth opportunities for yourself and share what you learned with your team.You are a thought leader for your function. You deliver clear and strategic guidance.You evangelize design thinking. You champion your function and promote a mature design culture across Addepar.You understand the overall health of your function and optimize accordingly.

D-2 Senior Director

Scope	Vision & Strategy	Operational Effectiveness	People Management & Culture
<ul style="list-style-type: none">Manages directors, managers, and senior-level ICs.Requires formal director-level leadership experience.Typically manages a department with multiple functions.Develops vision and strategy of their function(s), contributes to the vision and strategy of the VP or Execs organization while still managing and developing people.Increasingly less hands on.	<ul style="list-style-type: none">You use your deep understanding of Addepar and the industry to up-level design and research strategies.You partner with cross-functional leaders to define objectives and key results for your department that align with business goals.You define financial outcomes.You contribute to the vision and strategy for Addepar Design.You make strategic decisions that elevate Addepar as a category leader for user experience.You use compelling storytelling to connect corporate vision and strategy to department-and team-level operations.You drive internal communication for your department and Addepar Design.	<ul style="list-style-type: none">You raise the bar for design excellence at Addepar. You and your senior leads deliver long-term business value.You plan, coordinate, and direct department- and org-level efforts. You effectively delegate the responsibility of initiatives and objectives.Your team partners with product, engineering, and other cross-functional organizations in R&D to set the direction and tone of product development.You take situations that deal with uncertainty and change, and turn them into business and/or people opportunities.You secure and manage budgets for your department that meet your goals.You make effective trade-offs to meet business goals. You find new and unique opportunities to meet stretch goals.You partner with cross-functional peers to create staffing plans for your department.You design and optimize your organizational structure and evolve it through growth and change.	<ul style="list-style-type: none">You hire and manage high-performing leaders.You provide mentorship and coaching to emerging leaders.You foster a culture of continuous learning and improvement, investing in more strategic leadership across the team.You inspire your department and mobilize them into enthusiastic action.You are a thought leader for your organization. You inform and share best practices.You participate in thought leadership opportunities externally. You're becoming a thought leader in the design industry.You solicit feedback from your entire department to improve the Design organization.

VP VP

Scope	Vision & Strategy	Operational Effectiveness	People Management & Culture
<ul style="list-style-type: none">Manages directors and senior managers, and sometimes principal-level ICs.Requires formal director-level leadership experience.Typically manages an entire organization.Sets vision and strategy for the Design organization.Develops and implements strategic plans and objectives for the organization in alignment with Addepar.Influences the development of Addepar's vision and strategy.Least hands-on.	<ul style="list-style-type: none">You use your deep understanding of Addepar and the industry to deliver strategic business outcomes.You partner with business leadership to create a company-wide design vision and strategy.You provide relevant, strategic opportunities for the business grounded in market dynamics.You partner with design leadership to define objectives and key results for Addepar Design that deliver positive financial outcomes.You make strategic decisions that up-level Addepar and transform the industry.You voice your opinion about how Addepar Design helps the business and product lines compete in the market.You continuously push boundaries and experiment with new approaches.	<ul style="list-style-type: none">You work with other VPs and senior leaders to create alignment across organizations.You contribute to important meetings with executives. You are a trusted partner.Your leaders participate with cross-functional leaders in critical and strategic business decisions.You assist executives with implementing Addepar's values, mission, and strategy.You communicate a design vision, strategy, and operational plans to the company.You drive revenue-generating activities that grow the business.You harness the power of Addepar Design to fix problems that prevent the business from achieving its desired goals.You define and manage the budget for Addepar Design.You manage day-to-day operations.	<ul style="list-style-type: none">You inspire, manage, and develop the Addepar Design leadership team.You attract candidates to work at Addepar based on the rapport, impact, and influence of Addepar Design.You are a corporate thought leader. You contribute clear and strategic guidance.You mentor and coach other leaders internally and externally.You invest in executive development and coaching.You ensure design and research are recognized as competitive advantages for Addepar.You establish Addepar Design as a thought leader in design and research.You lead with empathy and maintain a healthy corporate culture.