

Career Ladder- Overview						
Skill Areas	IC 1	IC 2	IC 3	PM 1	PM 2	PM 3
Autonomy	Gets more hands-on support	Growing independence	Mostly autonomous			
Expertise	May have growth areas in some competencies, but actively learning	Proficient across most competencies for their level	Comfortable in solving complex problems			
Ownership	Delivers end-to-end designs to solve known problems	Delivers impactful solutions that solve customer problems and move business metrics				
Strategy & vision	Primarily focused on execution	Actively contributes to roadmap and strategy planning	Growing influence on strategy and vision for their product area			
Leadership	Contributes to their team triad	Co-leading their team with their PM and EM				

Competencies	Product Designer	Senior Product Designer (In addition to Product Designer)	Lead Product Designer (In addition to Senior Product Designer)
1. Understanding Product, Vision & Strategy			
1.1 Product & competition	<ul style="list-style-type: none"> Understand your product, know our competitors, their solutions, and gaps 	<ul style="list-style-type: none"> Consistently leverage knowledge of your product area and competition to make decisions 	<ul style="list-style-type: none"> Show deep understanding of your team's products and competitors in your solution design
1.2 Customer understanding	<ul style="list-style-type: none"> Know Vedantu's target customers and buyer personas Know who's using your product, their jobs, tasks, use cases, and goals 	<ul style="list-style-type: none"> Be hungry for new and deeper insights about customers to deeply understand their needs, make decisions, and increase confidence Leverage knowledge from Sales/ Acad/ Product Managers & Research team to better understand and serve customers 	
1.3 Strategy & vision	<ul style="list-style-type: none"> Know the strategy and vision for our company, product, your program, your group, and your team Work toward the vision for your product area 	<ul style="list-style-type: none"> Actively contribute to your team's strategy and roadmaps Frame your work to relate back to the long-term goals of the product 	<ul style="list-style-type: none"> Grow your influence on the future vision for your product area Actively plan for how your designs will help us surpass our competitors
1.4 Product Metrics & Outcome	<ul style="list-style-type: none"> Know the metrics and outcomes we aim for in your product area 	<ul style="list-style-type: none"> Consistently focus on driving outcomes, not just outputs Influence how your team defines success metrics 	<ul style="list-style-type: none"> Drive adoption for your product Consistently take ownership of your team reaching our business outcomes
2. Execution			
2.1 Understanding problems	<ul style="list-style-type: none"> Always start design work by understanding customer and business problems 	<ul style="list-style-type: none"> Understand the underlying motivations for our customers Challenge and influence your team's understanding of the problem (Are we solving the right problem?) 	
2.2 Research	<ul style="list-style-type: none"> Use existing research to inform your solutions 	<ul style="list-style-type: none"> Pair with your researcher, analyst, or PM to do research Talk to your customers regularly 	<ul style="list-style-type: none"> Lead quantitative and qualitative research
2.3 Problem Solving Approach	<ul style="list-style-type: none"> Explore different ways to solve problems Identify pros & cons, questions, implications 	<ul style="list-style-type: none"> Explore a broad range of solutions in Interconcepts and detailed designs Involve cross-functional partners in explorations Narrow down to the best solution using strong rationale 	<ul style="list-style-type: none"> Diverge and converge quickly and effectively Practice first principles thinking for larger projects or when innovation is a requirement Identify design strategies/ methodologies to be applied that will help determine desired outcome
2.4 Information Architecture & User Flows	<ul style="list-style-type: none"> Learn the practice of how to structure and sequence information and content into effective user journeys or IA, with support and guidance from colleagues. 	<ul style="list-style-type: none"> Extract, interrogate and document a coherent systemic overview of an experience, either as it exists today or as it could be designed tomorrow. 	<ul style="list-style-type: none"> Be adept at shaping complex, state-of-the-art user experiences, architecting solutions across a variety of touchpoints & channels, or for an intricate mix of audiences and scenarios within challenging environments and/or constraints.
2.5 Interaction design	<ul style="list-style-type: none"> Reflect our design principles in your designs Design holistic flows, not individual screens Create detailed cases for components Choose design patterns based on strong rationale Reflect our content design principles in your UX writing 		<ul style="list-style-type: none"> Look beyond product- how do you design onboarding, notifications and communication design for customers Design simple and elegant interfaces for complex systems Refine the details of interaction design to achieve a high level of polish Acting as a steward for our design system
2.6 Visual design	<ul style="list-style-type: none"> Use our design system Follow fundamentals of good UI design Collaborate with UI design team to polish your designs and to ensure you hold highest UI design standards 	<ul style="list-style-type: none"> Use layout, hierarchy, typography, color, and motion based on a strong rationale When appropriate, align your designs with our brand guidelines 	<ul style="list-style-type: none"> Design interfaces that are functional, beautiful, and delightful Raise the visual design bar in a way that it creates business value
2.7 Prototyping	<ul style="list-style-type: none"> Create simple prototypes to test flows 	<ul style="list-style-type: none"> Create detailed prototypes to test microinteractions Know which prototyping method best suits your situation 	
2.8 Shipping	<ul style="list-style-type: none"> Work closely with engineers to understand and work around constraints Do Design QA what's built and fixing bugs with your team 	<ul style="list-style-type: none"> Evaluate your work by what's shipped, not what's in the design file Work closely with your PM to decide on best way to scope your project Make smart trade-offs that balance quality, speed of delivery, and learning—shipping is only the beginning 	<ul style="list-style-type: none"> Improve the way your team ships product Commit improvements directly in code
2.9 Measurement	<ul style="list-style-type: none"> Should be able to demonstrate a theoretical understanding of measurement, and how it is used to support an organisation's data and information needs. 	<ul style="list-style-type: none"> Should be able to collect, generate and distribute reports (from which to analyse data), and is learning to interpret data to inform future decisions. 	<ul style="list-style-type: none"> Should be able to identify and interpret appropriate business metrics, and is able to create reports that communicate relevant data to stakeholders and colleagues.
3. Communication & Collaboration			
3.1 Growth mindset	<ul style="list-style-type: none"> Actively look for opportunities to learn and develop Build your self-awareness Be optimistic and positive about growth opportunities 	<ul style="list-style-type: none"> Consistently seek out opportunities to improve Be resilient when you face setbacks Set learning and personal development goals 	<ul style="list-style-type: none"> Consistently seek out opportunities to improve your team or group Know and manage your triggers for fixed mindset Actively seek out and apply lessons and inspiration from the success of others Proactively motivate partners by sharing insightful and relevant feedback
3.2 Helping people & teams	<ul style="list-style-type: none"> Build strong relationships within your team Share best practices to larger design team (optional) 	<ul style="list-style-type: none"> Improve the health of your product team Proactively share feedback with colleagues to help them develop Help your team be more inclusive Support recruiting or interviewing efforts where possible 	<ul style="list-style-type: none"> Co-own the health and inclusivity of your product and design team Share your ideas with the industry by writing or talking publicly Promote and Support Vedantu's design led events

Competencies	Visual Designer	Senior Visual Designer (In addition to Visual Designer)	Lead Visual Designer (In addition to Senior Visual Designer)
1. Understanding Product, Vision & Strategy			
1.1 Product & competition	<ul style="list-style-type: none"> Understand your product, know our competitors, their solutions, and gaps 	<ul style="list-style-type: none"> Consistently leverage knowledge of your product area and competition to make decisions 	<ul style="list-style-type: none"> Show deep understanding of your team's products and competitors in your solution design
1.2 Customer understanding	<ul style="list-style-type: none"> Know Vedantu's target customers and buyer personas Know who's using your product, their jobs, tasks, use cases, and goals 	<ul style="list-style-type: none"> Be hungry for new and deeper insights about customers to deeply understand their needs, make decisions, and increase confidence Leverage knowledge from Sales/ Acad/ Product Managers & Research team to better understand and serve customers 	
1.3 Strategy & vision	<ul style="list-style-type: none"> Know the strategy and vision for our company, product, your program, your group, and your team Work toward the vision for your product area 	<ul style="list-style-type: none"> Actively contribute to your team's strategy and roadmaps Frame your work to relate back to the long-term goals of the product 	<ul style="list-style-type: none"> Grow your influence on the future vision for your product area Actively plan for how your designs will help us surpass our competitors
2.Execution			
2.1 Understanding problems	<ul style="list-style-type: none"> Always start design work by understanding customer and business problems Understand the underlying motivations for our customers 		
2.2 Research	<ul style="list-style-type: none"> Use existing research to inform your solutions Ensure to do research on comparative experiences and competitors 	<ul style="list-style-type: none"> Document Research findings Talk to your customers regularly 	
2.3 Design Systems Thinking	<ul style="list-style-type: none"> Any new patterns you create are documented and re-usable You know the surface area of your product and regularly look for existing patterns to re-use You interface with peers when working on similar or related projects to ensure your work aligns Be an evangelist of Vedantu Design systems. Promoting and helping product designers adopt and master design system usage. 	<ul style="list-style-type: none"> You're actively paying down poor historical decisions, aligning others and delivering work that matches and utilises existing and future needs. You involve peers across disciplines in critique of your work, and build those decisions into a pattern library that you share. 	
2.4 Problem Solving Approach	<ul style="list-style-type: none"> Explore different ways to solve problems Identify pros & cons, questions, implications 	<ul style="list-style-type: none"> Explore a broad range of solutions in Interconcepts and detailed designs Involve cross-functional partners in explorations Narrow down to the best solution using strong rationale 	<ul style="list-style-type: none"> Diverge and converge quickly and effectively Practice first principles thinking for larger projects or when innovation is a requirement Identify design strategies/ methodologies to be applied that will help determine desired outcome
2.5 Prototyping	<ul style="list-style-type: none"> Create simple prototypes to test flows 	<ul style="list-style-type: none"> Create detailed prototypes to test microinteractions Know which prototyping method best suits your situation 	

2.6 Shipping	<ul style="list-style-type: none"> • Work closely with product designers and engineers to understand and work around constraints • Do Design QA what's built and fixing bugs with your team 	<ul style="list-style-type: none"> • Evaluate your work by what's shipped, not what's in the design file • Work closely with your Product Designers to decide on best way to scope your project • Make smart trade-offs that balance quality, speed of delivery, and learning—shipping is only the beginning 	<ul style="list-style-type: none"> • Improve the way your team ships product • Commit improvements directly in code
2.7 Measurement			<ul style="list-style-type: none"> • Work with Product Designers to understand the performance of shipped designs and reflect on the metrics which will help you plan your Visual Design Strategy
3.Communication & Collaboration			
3.1 Growth mindset	<ul style="list-style-type: none"> • Actively look for opportunities to learn and develop • Build your self-awareness • Be optimistic and positive about growth opportunities 	<ul style="list-style-type: none"> • Consistently seek out opportunities to improve • Be resilient when you face setbacks • Set learning and personal development goals 	<ul style="list-style-type: none"> • Consistently seek out opportunities to improve your team or group • Know and manage your triggers for fixed mindset • Actively seek out and apply lessons and inspiration from the success of others • Proactively motivate partners by sharing insightful and relevant feedback
3.2 Helping people & teams	<ul style="list-style-type: none"> • Build strong relationships within your team • Share best practices to larger design team (optional) 	<ul style="list-style-type: none"> • Improve the health of your product team • Proactively share feedback with colleagues to help them develop • Help your team be more inclusive • Support recruiting or interviewing efforts where possible 	<ul style="list-style-type: none"> • Co-own the health and inclusivity of your product and design team • Share your ideas with the industry by writing or talking publicly • Promote and Support Vedantu's design led events
3.3 Communication & feedback	<ul style="list-style-type: none"> • Regularly communicate your work and status clearly and coherently • Provide rationale for your decisions • Be hungry for feedback • Appreciate and consider all feedback with an open mind 	<ul style="list-style-type: none"> • Make the complex , clear and concise in writing and speaking • Persuade and influence others with strong opinions, weakly held • Consistently give feedback in a way people can hear and apply • Be adaptive to how other people work and communicate 	<ul style="list-style-type: none"> • Use storytelling to communicate your work in an engaging way • Anticipate feedback to address it proactively • Communicate effectively with group and org leaders to influence their thinking and decisions • Actively help your triad and team align
3.4 Ownership and Efficiency	<ul style="list-style-type: none"> • Make every day count • Know and prioritize what's most important. Seek help from seniors to plan your work. 	<ul style="list-style-type: none"> • Work autonomously but know when to ask for help • Be proactive without waiting for direction from others • Plan your work, focusing on goals, not tasks • Balance effort versus reward • Make smart trade-offs 	<ul style="list-style-type: none"> • Be decisive to make progress, not just take action • Drive resolving dependencies with others • Maximise opportunities: when needed, go beyond the project and the role • Raise problems when you see them

3.5 Leadership	<ul style="list-style-type: none">• Own your work• Represent design in your team triad	<ul style="list-style-type: none">• Co-lead your product team with your triad• Be generous with your time and feedback• Manage up	<ul style="list-style-type: none">• Own your team's work, consistently seeking to provide more value• Work beyond design, within and across teams, peers, and partners to ensure your team delivers high-quality, impactful results• Identify and anticipate risks, proactively develop solutions
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Competencies	User Researcher	Senior User Researcher (In addition to User Resercher)	Lead User Researcher (In addition to Senior User Resercher)
1. Understanding Product, Vision & Startegy			
1.1 Product & competition	<ul style="list-style-type: none"> Understand your product, know our competitors, their solutions, and gaps 	<ul style="list-style-type: none"> Consistently leverage knowledge of your product area and competition to make decisions 	<ul style="list-style-type: none"> Show deep understanding of your team's products and competitors in your solution design
1.2 Customer understanding	<ul style="list-style-type: none"> Know Vedantu's target customers and buyer personas Know who's using your product, their jobs, tasks, use cases, and goals 	<ul style="list-style-type: none"> Be hungry for new and deeper insights about customers to deeply understand their needs, make decisions, and increase confidence Leverage knowledge from Sales/ Acad/ Product Managers & Research team to better understand and serve customers 	
1.3 Strategy & vision	<ul style="list-style-type: none"> Know the strategy and vision for our company, product, your program, your group, and your team Work toward the vision for your product area 	<ul style="list-style-type: none"> Actively contribute to your team's strategy and roadmaps Frame your work to relate back to the long-term goals of the product 	<ul style="list-style-type: none"> Grow your influence on the future vision for your product area Actively plan for how your designs will help us surpass our competitors
1.4 Product Metrics & Outcome	<ul style="list-style-type: none"> Know the metrics and outcomes we aim for org wide 	<ul style="list-style-type: none"> Consistently focus on driving outcomes, not just outputs Influence how your team defines success metrics 	<ul style="list-style-type: none"> Consistently take ownership of your team reaching our business outcomes
2.Execution			
2.1 Research Planning and Recruitment	<ul style="list-style-type: none"> Define clear brief, hypothesis and questionnaires Create and propose reserch plan based on the problem statement Work with external vendor to screning and recruitment of participants 		<ul style="list-style-type: none"> Create user pools and invite users to participate in Vedantu reserch studies Create and propose incentive plans that will make users generously contribute to research studies
2.2 Research skills	<ul style="list-style-type: none"> You understand and have experience of basic user research methods. You know when to use those methods and how to apply them correctly. You understand what problem the team is trying to solve. You can align user research activities to inform decision making and action. You know how to involve your team in research activities. 	<ul style="list-style-type: none"> You have experience of, and can help teams adopt, a wide range of user research methods. You can plan user research for services with challenging user needs and complex user journeys. You can advise colleagues on the choice and application of research methods to assure best practice. 	<ul style="list-style-type: none"> You understand organisational goals and challenges. You can align research activities across teams to inform policy and proposition.

2.3 User Focus	<ul style="list-style-type: none"> • Regularly in contact with users, and actively advocates for them as part of the design process • You reframe work that you and peers take on from a user-focused point of view. You ensure that every conversation you have with your team involves user needs. • You look for user data outside your immediate reach to further flesh out user needs. You improve and iterate on your user's needs over time. 	<ul style="list-style-type: none"> • Actively organises for teams around them to participate in user-focused development, advocating for the user at all stages • Your design process involves the user from the first stage to the last. You question projects that ignore the user and push for better definition of outcomes. Your process has changed how your team works. • You push for more of a user focus for yourself and your team, either enabling or actively organising research and data-gathering that wasn't previously happening. 	
2.4 User Testing	<ul style="list-style-type: none"> • Is able to organise and run usability testing sessions un-aided, ensuring candidate selection, script, findings and discovery is prepared and co-ordinated effectively. Involves team members outside research. 	<ul style="list-style-type: none"> • Is able to prepare large usability projects unaided, liaising with recruiters, internal staff, stakeholders and team to bring together effective and efficient research. Sessions are regularly productive and highly valued. Sessions are valued and well attended beyond research and design. 	
2.5 Analysis & Synthesis	<ul style="list-style-type: none"> • You are able to gather, summarise and present more complex findings across multiple types of research, ensuring conclusions are fair and backed by good qualitative data. 	<ul style="list-style-type: none"> • You understand and can help teams apply a range of methods to analyse research data and synthesise findings. • You know how to engage sceptical colleagues in analysis and synthesis. • You must advise on choice and application of techniques. • Review colleagues' findings to assure best practice. 	<ul style="list-style-type: none"> • You can help an organisation adopt a wide range of analysis and synthesis techniques. • You know how to help an organisation continually assure, improve and innovate their practices to generate clear and valuable findings.
2.6 Research Documentation	<ul style="list-style-type: none"> • Communicate your findings in a clear, concise, and visual (when appropriate) manner to our key stakeholders on the product and design teams, and drive meaningful action based on those findings. 		<ul style="list-style-type: none"> • Constantly look for ways to improve research documentation based on feedback. If required, multiple formats for various internal audiences
3.Communication & Collaboration			
3.1 Growth mindset	<ul style="list-style-type: none"> • Actively look for opportunities to learn and develop • Build your self-awareness • Be optimistic and positive about growth opportunities 	<ul style="list-style-type: none"> • Consistently seek out opportunities to improve • Be resilient when you face setbacks • Set learning and personal development goals 	<ul style="list-style-type: none"> • Consistently seek out opportunities to improve your team or group • Know and manage your triggers for fixed mindset • Actively seek out and apply lessons and inspiration from the success of others • Proactively motivate partners by sharing insightful and relevant feedback
3.2 Helping people & teams	<ul style="list-style-type: none"> • Build strong relationships within your team • Share best practices to larger design team 	<ul style="list-style-type: none"> • Improve the health of your research team • Proactively share feedback with colleagues to help them develop • Help your team be more inclusive • Support recruiting or interviewing efforts where possible 	<ul style="list-style-type: none"> • Co-own the health and inclusivity of your research team • Share your ideas with the industry by writing or talking publicly • Promote and Support Vedantu's design led events

3.3 Communication & feedback	<ul style="list-style-type: none"> • Regularly communicate your work and status clearly and coherently • Provide rationale for your decisions • Be hungry for feedback • Appreciate and consider all feedback with an open mind 	<ul style="list-style-type: none"> • Make the complex , clear and concise in writing and speaking • Persuade and influence others with strong opinions, weakly held • Consistently give feedback in a way people can hear and apply • Be adaptive to how other people work and communicate 	<ul style="list-style-type: none"> • Use storytelling to communicate your work in an engaging way • Anticipate feedback to address it proactively • Communicate effectively with group and org leaders to influence their thinking and decisions • Actively help your triad and team align
3.4 Ownership and Efficiency	<ul style="list-style-type: none"> • Make every day count • Know and prioritize what's most important. Seek help from seniors to plan your work. 	<ul style="list-style-type: none"> • Work autonomously but know when to ask for help • Be proactive without waiting for direction from others • Plan your work, focusing on goals, not tasks • Balance effort versus reward • Make smart trade-offs 	<ul style="list-style-type: none"> • Be decisive to make progress, not just take action • Drive resolving dependencies with others • Maximise opportunities: when needed, go beyond the project and the role • Raise problems when you see them
3.5 Leadership	<ul style="list-style-type: none"> • Own your work • Represent design in your team triad 	<ul style="list-style-type: none"> • Co-lead your product team with your triad • Be generous with your time and feedback • Manage up 	<ul style="list-style-type: none"> • Own your team's work, consistently seeking to provide more value • Work beyond design, within and across teams, peers, and partners to ensure your team delivers high-quality, impactful results • Identify and anticipate risks, proactively develop solutions

Competencies	UX Writer	Senior UX Writer (In addition to UX Writer)	Lead UX Writer (In addition to Senior UX Writer)
1. Understanding Product, Vision & Strategy			
1.1 Product & competition	<ul style="list-style-type: none"> Understand your product, know our competitors, their solutions, and gaps 	<ul style="list-style-type: none"> Consistently leverage knowledge of your product area and competition to make decisions 	<ul style="list-style-type: none"> Show deep understanding of your team's products and competitors in your solution design
1.2 Customer understanding	<ul style="list-style-type: none"> Know Vedantu's target customers and buyer personas Know who's using your product, their jobs, tasks, use cases, and goals 	<ul style="list-style-type: none"> Be hungry for new and deeper insights about customers to deeply understand their needs, make decisions, and increase confidence Leverage knowledge from Sales/ Acad/ Product Managers & Research team to better understand and serve customers 	
1.3 Strategy & vision	<ul style="list-style-type: none"> Know the strategy and vision for our company, product, your program, your group, and your team Work toward the vision for your product area 	<ul style="list-style-type: none"> Actively contribute to your team's strategy and roadmaps Frame your work to relate back to the long-term goals of the product 	<ul style="list-style-type: none"> Grow your influence on the future vision for your product area Actively plan for how your designs will help us surpass our competitors
1.4 Product Metrics & Outcome	<ul style="list-style-type: none"> Know the metrics and outcomes we aim for in your product area 	<ul style="list-style-type: none"> Consistently focus on driving outcomes, not just outputs Influence how your team defines success metrics 	<ul style="list-style-type: none"> Drive adoption for your product Consistently take ownership of your team reaching our business outcomes
2. Execution			
2.1 Understanding problems	<ul style="list-style-type: none"> Always start design work by understanding customer and business problems 	<ul style="list-style-type: none"> Understand the underlying motivations for our customers Challenge and influence your team's understanding of the problem (Are we solving the right problem?) 	
2.2 User Focus	<ul style="list-style-type: none"> You can identify tasks that will provide insights into a problem. You can formulate hypotheses, gain insights from data and user research and make decisions on findings. You understand the range of different users who might access content and services and can identify their needs based on evidence. You can translate user stories into content that meets users' needs and propose suitable design approaches. You can use quantitative and qualitative data about users to turn user insights into outcomes. 	<ul style="list-style-type: none"> You collaborate with user researchers to advocate effectively for users. You understand the different types of user research, evidence and data and how they're used at different stages of a product development (alpha, beta, live). You can formulate hypotheses, gain insights from research and make decisions based on findings, clearly explaining how decisions have been made. You can evaluate quantitative and qualitative data and can prioritise and define approaches to best understand users. You can champion user research to focus on all users. 	<ul style="list-style-type: none"> You have extensive experience of meeting the needs of users across a variety of channels. You understand complex user journeys and can direct solutions to meet different needs within these journeys. You can bring insight and expertise in how user needs have changed over time to make sure these are still relevant and being met. You can apply strategic thinking in how to provide the best service for the user while also considering business needs and the wider cross-government context.
2.3 Problem Solving Approach	<ul style="list-style-type: none"> Explore different ways to solve problems Identify pros & cons, questions, implications 	<ul style="list-style-type: none"> Explore a broad range of solutions in Interconcepts and detailed designs Involve cross-functional partners in explorations Narrow down to the best solution using strong rationale 	<ul style="list-style-type: none"> Diverge and converge quickly and effectively Practice first principles thinking for larger projects or when innovation is a requirement Identify design strategies/ methodologies to be applied that will help determine desired outcome
2.4 Technical Writing	<ul style="list-style-type: none"> Learn the practice of how to structure and sequence information and content into effective user journeys or IA, with support and guidance from colleagues. 	<ul style="list-style-type: none"> Extract, interrogate and document a coherent systemic overview of an experience, either as it exists today or as it could be designed tomorrow. 	<ul style="list-style-type: none"> Be adept at shaping complex, state-of-the-art user experiences, architecting solutions across a variety of touchpoints & channels, or for an intricate mix of audiences and scenarios within challenging environments and/or constraints.

2.5 Understanding Tone	<ul style="list-style-type: none"> • Reflect our design principles in your content • Design holistic flows, not individual screens • Create detailed cases for components • Choose content patterns based on strong rationale • Reflect our content design principles in your UX writing 		<ul style="list-style-type: none"> • Look beyond product- how do you design onboarding, notifications and communication design for customers • Design simple and elegant interfaces for complex systems • Refine the details of interaction design to achieve a high level of polish • Acting as a steward for our design system
2.8 Shipping	<ul style="list-style-type: none"> • Work closely with engineers to understand and work around constraints • Do Design QA what's built and fixing bugs with your team 	<ul style="list-style-type: none"> • Evaluate your work by what's shipped, not what's in the design file • Work closely with your PM to decide on best way to scope your project • Make smart trade-offs that balance quality, speed of delivery, and learning—shipping is only the beginning 	<ul style="list-style-type: none"> • Improve the way your team ships product • Commit improvements directly in code
3.Communication & Collaboration			
3.1 Growth mindset	<ul style="list-style-type: none"> • Actively look for opportunities to learn and develop • Build your self-awareness • Be optimistic and positive about growth opportunities 	<ul style="list-style-type: none"> • Consistently seek out opportunities to improve • Be resilient when you face setbacks • Set learning and personal development goals 	<ul style="list-style-type: none"> • Consistently seek out opportunities to improve your team or group • Know and manage your triggers for fixed mindset • Actively seek out and apply lessons and inspiration from the success of others • Proactively motivate partners by sharing insightful and relevant feedback
3.2 Helping people & teams	<ul style="list-style-type: none"> • Build strong relationships within your team • Share best practices to larger design team (optional) 	<ul style="list-style-type: none"> • Improve the health of your product team • Proactively share feedback with colleagues to help them develop • Help your team be more inclusive • Support recruiting or interviewing efforts where possible 	<ul style="list-style-type: none"> • Co-own the health and inclusivity of your product and design team • Share your ideas with the industry by writing or talking publicly • Promote and Support Vedantu's design led events
3.3 Communication & feedback	<ul style="list-style-type: none"> • Regularly communicate your work and status clearly and coherently • Provide rationale for your decisions • Be hungry for feedback • Appreciate and consider all feedback with an open mind 	<ul style="list-style-type: none"> • Make the complex , clear and concise in writing and speaking • Persuade and influence others with strong opinions, weakly held • Consistently give feedback in a way people can hear and apply • Be adaptive to how other people work and communicate 	<ul style="list-style-type: none"> • Use storytelling to communicate your work in an engaging way • Anticipate feedback to address it proactively • Communicate effectively with group and org leaders to influence their thinking and decisions • Actively help your triad and team align
3.4 Ownership and Efficiency	<ul style="list-style-type: none"> • Make every day count • Know and prioritize what's most important. Seek help from seniors to plan your work. 	<ul style="list-style-type: none"> • Work autonomously but know when to ask for help • Be proactive without waiting for direction from others • Plan your work, focusing on goals, not tasks • Balance effort versus reward • Make smart trade-offs 	<ul style="list-style-type: none"> • Be decisive to make progress, not just take action • Drive resolving dependencies with others • Maximise opportunities: when needed, go beyond the project and the role • Raise problems when you see them
3.5 Leadership	<ul style="list-style-type: none"> • Own your work • Represent design in your team triad 	<ul style="list-style-type: none"> • Co-lead your product team with your triad • Be generous with your time and feedback • Manage up 	<ul style="list-style-type: none"> • Own your team's work, consistently seeking to provide more value • Work beyond design, within and across teams, peers, and partners to ensure your team delivers high-quality, impactful results • Identify and anticipate risks, proactively develop solutions

WIP

Competencies	Manager	Senior Manager (In addition to Manager)	Director of Design (In addition to Senior Manager)
1. Understanding Product, Vision & Strategy			
1.1 Product & competition	<ul style="list-style-type: none"> Understand your product, know our competitors, their solutions, and gaps 	<ul style="list-style-type: none"> Consistently leverage knowledge of your product area and competition to make decisions 	<ul style="list-style-type: none"> Show deep understanding of your team's products and competitors in your solution design
1.2 Customer understanding	<ul style="list-style-type: none"> Know Vedantu's target customers and buyer personas Know who's using your product, their jobs, tasks, use cases, and goals 	<ul style="list-style-type: none"> Be hungry for new and deeper insights about customers to deeply understand their needs, make decisions, and increase confidence Leverage knowledge from Sales/ Acad/ Product Managers & Research team to better understand and serve customers 	
1.3 Strategy & vision	<ul style="list-style-type: none"> Know the strategy and vision for our company, product, your program, your group, and your team Work toward the vision for your product area 	<ul style="list-style-type: none"> Actively contribute to your team's strategy and roadmaps Frame your work to relate back to the long-term goals of the product 	<ul style="list-style-type: none"> Grow your influence on the future vision for your product area Actively plan for how your designs will help us surpass our competitors
1.4 Product Metrics & Outcome	<ul style="list-style-type: none"> Know the metrics and outcomes we aim for in your product area 	<ul style="list-style-type: none"> Consistently focus on driving outcomes, not just outputs Influence how your team defines success metrics 	<ul style="list-style-type: none"> Drive adoption for your product Consistently take ownership of your team reaching our business outcomes
2. Execution			
2.1 Understanding problems			
2.2 Research			
2.3 Problem Solving Approach			
2.4 Information Architecture & User Flows			
2.5 Interaction design			
2.6 Visual design			
2.7 Prototyping			
2.8 Shipping			
2.9 Measurement			
3. Communication & Collaboration			
3.1 Growth mindset	<ul style="list-style-type: none"> Actively look for opportunities to learn and develop Build your self-awareness Be optimistic and positive about growth opportunities 	<ul style="list-style-type: none"> Consistently seek out opportunities to improve Be resilient when you face setbacks Set learning and personal development goals 	<ul style="list-style-type: none"> Consistently seek out opportunities to improve your team or group Know and manage your triggers for fixed mindset Actively seek out and apply lessons and inspiration from the success of others Proactively motivate partners by sharing insightful and relevant feedback
3.2 Helping people & teams	<ul style="list-style-type: none"> Build strong relationships within your team Share best practices to larger design team (optional) 	<ul style="list-style-type: none"> Improve the health of your product team Proactively share feedback with colleagues to help them develop Help your team be more inclusive Support recruiting or interviewing efforts where possible 	<ul style="list-style-type: none"> Co-own the health and inclusivity of your product and design team Share your ideas with the industry by writing or talking publicly Promote and Support Vedantu's design led events
3.3 Communication & feedback	<ul style="list-style-type: none"> Regularly communicate your work and status clearly and coherently Provide rationale for your decisions Be hungry for feedback Appreciate and consider all feedback with an open mind 	<ul style="list-style-type: none"> Make the complex, clear and concise in writing and speaking Persuade and influence others with strong opinions, weakly held Consistently give feedback in a way people can hear and apply Be adaptive to how other people work and communicate 	<ul style="list-style-type: none"> Use storytelling to communicate your work in an engaging way Anticipate feedback to address it proactively Communicate effectively with group and org leaders to influence their thinking and decisions Actively help your triad and team align

<p>3.4 Ownership and Efficiency</p>	<ul style="list-style-type: none"> • Make every day count • Know and prioritize what's most important. Seek help from seniors to plan your work. 	<ul style="list-style-type: none"> • Work autonomously but know when to ask for help • Be proactive without waiting for direction from others • Plan your work, focusing on goals, not tasks • Balance effort versus reward • Make smart trade-offs 	<ul style="list-style-type: none"> • Be decisive to make progress, not just take action • Drive resolving dependencies with others • Maximise opportunities: when needed, go beyond the project and the role • Raise problems when you see them
<p>3.5 Leadership</p>	<ul style="list-style-type: none"> • Own your work • Represent design in your team triad 	<ul style="list-style-type: none"> • Co-lead your product team with your triad • Be generous with your time and feedback • Manage up 	<ul style="list-style-type: none"> • Own your team's work, consistently seeking to provide more value • Work beyond design, within and across teams, peers, and partners to ensure your team delivers high-quality, impactful results • Identify and anticipate risks, proactively develop solutions