

Levels framework from *Org Design for Design Orgs* by Peter Merholz and Kristin Skinner

	Level 1	Level 2	Level 3	Level 4	Level 5
Theme	Develop their craft and professionalism	Deepen their craft, talk about their work	Transition from doer to leader, understanding the business context of their work	Establish the business context, develop strategy	Articulate a compelling vision; help run the company
Title	Junior Product Designer, Junior Communications Designer, Junior Content Strategist, Junior UX Researcher	Designer, Content Strategist, UX Researcher	Senior Designer, Sr Content Strategist, Sr UX Researcher, Design Manager	Lead Designer, Lead Content Strategist, Lead UX Researcher	Principal Designer, Design Director, Creative Director, VP of Design
Achievements	Right out of school, roughly 0-2 years experience, quality portfolio	Contributed to a couple of shipped projects, roughly 2-5 years experience	Contributed to multiple shipped products, roughly 5-10 years experience	Delivered successful work at the scope of 'product areas,' roughly 10-15 years experience	Lead teams in framing and solving hard problems; has driven innovative efforts that uncovered new value with new kinds of experiences
Scope	Solve specific function-level problems (e.g., add item to shopping cart)	Given specific product capabilities that need to be solved (e.g., Shopping Cart)	Lead the solution of a product area (e.g., "The Conversion Funnel")	Leading the solution of undefined problem spaces (e.g. "How do people complete a transaction?")	Entire user experiences (e.g., "What is the end-to-end shopper experience?")
Process	Work within process established by team lead	Work within a process established by team lead	Develop the process/approach for tackling a problem	Develop the process/approach for tackling a problem	Establish a philosophy/mindset for how the team approaches its work (e.g., The Double Diamond)
People	Part of a team that they've been assigned to	Part of a team they've been assigned to	Leading a team that's been given to you; collaborating with cross-functional peers	Creating the team you need; defining the problem with cross-functional leads	Establishing the organizational structure, defining roles, opening headcount
Cross-functional Meetings	Attending the meeting	Contributing to the meeting	Driving the meeting	Driving the meeting	Stakeholder for whom the meeting exists
Core skills	Strong in 1, capable in 2 other	Strong in 2, capable in 2 others	Killer in 1, strong in 2, capable in 2 others	Killer in 1, strong in 2, capable in 2 others	Killer in 1, strong in 2, capable in 2 others
Soft Skills	Professionalism	Communication and presentation	Facilitation, Listening	Confidence and swagger	[No new ones, but ongoing refinement of existing ones]
Leadership Skills	(not applicable)	(not applicable)	Strategy, Empathy and Compassion	Planning, Mentorship	Vision