Title	APM (2)	Product Manager (3)	Sr Product Manager (4)	Product Lead (4.5)	Director, Product (5)	Sr Dir, Product (6)	VP, Product (7)
Scope	Project or sub-pod	Pod	Large Pod, possibly multiple	1-2 Pods	3-5 Pods / Part of Department	Part/Full Department	Full Function
Vision (Purpose & Aspiration)	Sets vision for a limited feature with a small team. Understands how the vision of a feature fits into the broader product area.	Sets vision for a product team (design, engineering, DS). Demonstrates ability to take input from experts and reconcile a vision that covers a significant portion of a product. Lookahead: 3 months	Sets vision for a product team and defines quarterly vision for that team. Challenges the status quo and inspires people toward a unified destination. Lookahead: 6 months	Thinks big and innovates on a cross-functional product or domain area. Vision here is grand and challenging, putting a portion of our business on course for meaningful change. Lookahead: 12 months	Inspires large groups to believe in and follow the vision for company-wide initiatives. Sets forth innovative frameworks to consider the future of Kasa and or a domain area. Lookahead: 18 months	Incredibly big thinking, transformation agent. Creates and shapes a vision across multiple product areas, including innovative Product solutions. Lookahead: 2-3yrs	Product visionary that is consistently recognized as an influencer in their field. Creates a compelling product vision for the entire company that helps transform the industry. Lookahead: 3-6 years
Strategy (Prioritization)	Strategy on a particular project is appropriate and informative. Documents and convinces others that goals can be realized if the chosen strategy is employed.	Defines a strategic to achieve results for a product area. The strategy is tailored toward moving goal metrics and achieving outcomes. Understands and applies core strategic concepts (e.g network effects, buyer/supplier power, etc.). Priorities are clear and trade-offs are well understood. Go to expert for feature and product.	Strategy is clear to people working in the product team and tangential teams; goals are aligned with strategy. Understands when tactics should be defensive or offensive and prioritizes resources accordingly. The team is brought into the strategy and working seamlessly to accomplish it. Can invest in bold new ideas for the long term as well as projects to hit near term goals.	Builds strategy that is inclusive of domain and tangential domains, without required help. The strategy for achieving goals is concise and easily understood by new ICs and seasoned leadership team members. Prioritization is clear and others understand how the strategy will drive short and long term goals.	Owns strategy for whole product or area of product. Ruthlessly prioritizes a team's time and energy in accordance with the strategy, keeping the goals in focus and vision in mind. Creates strategic advantages for the company through both strategy and execution.	Connects product strategy to every other organization's strategy and understands how those strategies relate. Spots and resolves strategic misalignment.	Aligns product strategy with corporate strategy and understands how all the pieces fit together. Is able to design an optimal organizational structure based on the company & product strategy.
Goal Setting (Planning & Targets)	Demonstrates effective goal setting and planning for a project, with on-going support from their manager. Displays strong data and research skills and the ability to set informed goals.	Sets goals on a 3 month time horizon for products or projects, and plans how the team will realize those goals. Picks reasonable metrics and key performance indicators, with some assistance from their manager.	Sets ambitious goals that span 6+ months into the future for products, teams, or projects. Shows ability to correctly link quantifiable measures to user experience.	Leads product teams through goal setting and planning for 12mo+ periods without need for guidance. Consistently demonstrates the ability to pick goals that inspire teams and drive toward ambitious visions, while balancing proactive and reactive work.	Runs planning and goal-setting for up to 18 months out, connecting these to overall Kasa goals. Chooses the right ways to define and measure success of their vision. Differentiates between non-goals and poor outcomes. Tracks how input metrics connect to output metrics and spots opportunities for deeper collaboration and coordination.	Sets long-term product goals over a 24-36mo time horizon. Demonstrates a deep understanding of how input metrics tie to output metrics required to achieve these goals. Works with team to connect near term goals to BHAGs.	Creates/refines and evangelizes BHAG metric(s) and goals. Ties team-level efforts to these and encourages leaders to connect their goals appropriately to the BHAGs.
Execution (Delivery & Impact)	Executes on projects and other well-defined tasks on time, with some oversight. Self-motivated and delivers on projects even if they aren't the most exciting.	Delivers on goals and multiple projects simultaneously across a quarter with minimal oversight. Is well organized and effective while improving their toolset of execution techniques such as meetings, task lists, standups, and OKR follow ups. Is accountable to the goals and strategy they define, pushing their domain in the correct direction. Can successfully drive key pod-level OKRs	Delivers on goals and multiple projects simultaneously across 6mos with minimal oversight. Takes responsibility for their product area without excuses, including all related projects, bugs, GX issues, or usability problems. Consistently creates time and space to make the product better, identifying new high leverage opportunities for users or business. Can successfully drive key pod and department OKRs	Delivers on goals and strategy, covering 12-month long product initiatives spanning multiple teams or domains. When an execution failure happens, they take ownership, explain what was learned, and rapidly remedy the problem. Their products balance payment of technical debt and launching features. Displays a range of work strategies to execute on significant products and projects. Can successfully drive key department OKRs	Delivers on goals and strategy with seamless execution and drive, covering products and projects with an 18-month time horizon. Employs just the right amount of processes and procedure, which then enables outstanding and consistent impact. The products they ship are extensible and empower future development. Can successfully drive key company OKRs	Delivers on goals and strategy with seamless execution and drive, covering products and projects with an 24-36 month time horizon. Can successfully own key company BHAGs	Delivers on goals and strategy with seamless execution and drive, covering products and projects with an 36+ month time horizon. Instrumental in setting and hitting company BHAGs and OKRs
Decision Making (User & Data informed, Domain Expert)	Love of products and natural user empathy. Has learned about making products, either through engineering work, design work, founding a company, or being a product manager somewhere else. Actively seeking whatever information they can find on their topic, internally and externally, versus relying solely on intuition. Familiar with basic user science tools (analytics, split testing, user testing, etc.).	Consistently makes decisions that are inline with our mission and users' needs. Develops an understanding of customer needs through market research and user interviews. Successfully navigates multiple inputs and makes decisions that are supported by stakeholders and informed by quantifiable facts. Recognize what user science tools apply to which situations with little help, running experiments (e.g. A/B tests) with support.	Makes decisions based on data, using metrics chosen in advance (vs cherry picking). Proven empathy to customers. Has a high amount of domain knowledge about how to succeed in their product area. Easily articulates a difficult decision or tradeoff in a simple way that a layman can understand. Effectively implements testing strategies (e.g. A/B) without support.	Listens deeply to the needs of customers and partners on a regular basis, recognizes the passion of teammates, internalizes the opinions of managers, and trusts their own gut when making decisions. Is the company's resident expert in their domain area. Exemplifies using data correctly for analysis and experimentation. People seek this person for their guidance in their domain.	Spends time understanding customers, stays ahead of trends and collects the right amount of data before making a decision. Validates assumptions and anticipates impact with the quantifiable facts. Decisions reflect our core values, help our customers, and bolster our brand. Influences strategy for user empathy, testing, and tool selection.	Mentors product team members around product sense, user empathy, and user science. Is on top of latest design patterns and tool sets. Leverages domain expertise as an industry leader in order to make solutions scalable and future-proof. Drives strategy for user empathy, testing, and tool selection.	Creates a team culture that fosters user empathy and user science. Has great product taste and rarely makes poor product decisions.
Leadership (Management, Ownership)	Demonstrates leadership traits and has personal presence. Encourages teams to follow toward a vision, goal, and strategy.	Recognized by peers as a leader for a particular initiative with buy in from other team members. Deeply committed to the product area and displays composure in the face of challenges.	Inspires teams to achieve great outcomes. Pushes team when they need to be pushed, and supports teams when they need support. Commands product teammates to envision the end state, defines the milestones needed to get to an outcome, and represents their particular product in cross-functional settings. Ability to manage and mentor Associate PMs with some support	Celebrates wins and accepts responsibility when things go wrong. Leads by example and keeps large groups of people focused on a vision, goal, and strategy over the course of a year. Delegates responsibility when appropriate, and does so in a way that encourages ownership. Ability to manage and mentor Associate PMs with some support	Leads large, cross-functional groups of people without necessarily managing them. Inspires peers to support cross-functional efforts. Recognizes distinct types of leadership and employs the right approach for each situation. Celebrates wins and dutifully owns misses. Successfully manage Product Managers without support or Sr PMs with some help.	Successfully manages (multiple) cross-functional teams and initiatives. Looks for ways to up-level the product function and processes. Build, lead and maintain a high output organization of PMs, Sr PMs and Assoc Dir PMs with minimal support.	Invests deeply in the people, processes, and tools to help the organization drive high output. Practices radical candor and focuses on career development for team members. Works closely with other executives to achieve company level goals.

Communication (Influence, Storytelling, Conciseness)	Has strong written, oral, and verbal communication skills. Communicates well with peer groups. Written communication has clear synopsis and calls to action.	Communicates proactively with established partners and domain stakeholders in other parts of the company. Can distill complicated products down for the appropriate audience. Runs effective meetings for small groups. Tone and diction are clear, unambiguous, and collaborative.	Communicates effectively with all of Product. Bridges silos in the organization. Communicates concisely to influence outcomes. Speaks in front of large groups with confidence and clarity. Succinctly summarizes key points to leaders in written and verbal form. Considered a thought partner throughout org, and especially for design and engineering teams.	Proactively seeks to collaborate and communicate with appropriate leaders in the company and ensures that no one is taken by surprise by their decisions. Volume, tone, and diction are consistently strong. Influences effectively across the organization and shows a knack for drawing people in with storytelling, including outside stakeholders.	Crisp, concise communication in any medium. Balances keeping people informed and knowledgeable without overwhelming teams. Strong storyteller with the ability to craft a narrative that influences disparate groups of people, including senior internal leaders and external stakeholders.	Effective at persuading executive staff. Able to clearly articulate product strategy with the entire company and get people excited about the direction of the product. Capable of communicating with board of directors as needed.	Effective at partnering across the entire organization. Inspires confidence with the Board of Directors and other external stakeholders on our product direction.