

# Career Path

## Product Management MGMT



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# Where are we starting from?

Cabify is, without question, a dynamic environment in a state of constant change and growth. Over the years, we have developed and iterated various tools which have helped us to analyse both the well-being and engagement of our employees. For us, **the professional development of the team is of vital importance** and a fundamental part of our company culture. This is why **we have created a career plan framework** that will guide us in this process.

**We are true to our principles**, which apply equally to all members of the Cabify team, regardless of our department or office location. For this reason, **we have decided to translate these principles into specific behaviours at each level of this plan.**

We're not reinventing the wheel here, but instead working on the premise that done is better than perfect. That is to say, we have used previous plans (2018 Career Plan by Internal Consulting, Product Career Plan, which remains in force) as benchmarks. This framework is intended to be a live project which continuously adapts to incorporate more skills and competencies that contribute to the professional development of all employees.



# What is the purpose of this career plan framework?

We talk about a career plan and its framework, but do you know what they mean? Before we start, let's explain what is what:

**Career Plan** is the roadmap that includes the evolving interests of the employee. It aims to consolidate their performance and facilitate the development of new skills, aligning these interests with promotion opportunities and internal transfers offered by the company.

Please keep in mind that, although the career plan of each employee is exclusive and non-transferable, it will always be based on the framework presented here.

**Career Plan Framework** is the compass which helps us to identify where we are and where we are headed.

Its purpose is to set out the next steps in the professional career of employees. In this way, having a point of reference for the various development processes within the organization provides us with a solid and objective basis for assessing the professional growth of each and every employee.

Here is an illustration of all the tools and concepts dedicated to employee growth. These will allow you to develop, together with your manager, your career plan based on framework.



# What should you know?

There are certain **specifications which you must take into account in order to understand how this framework works** and to get the most out of it:

- **Increasing complexity:** The behaviours at each level address what is expected at that stage, increasing in complexity as the employee progresses in his or her career plan.
- **Cumulative effect:** It is expected that, regardless of the level you are at, you will have consolidated the behaviours defined in the previous levels.
- **Global vision for global teams:** If you are part of a global team, irrespective of your department or level, you are expected to **have the broadest possible vision**, being aware of all the markets in which Cabify operates, and to act accordingly.

# What are the next steps?

## 1. Identify your level and know what it involves

If you are not sure of your level, you can check it in Meta4: click on your name in the upper right corner and then, in 'Employment Data' your level will appear under the 'Category' heading. Once you know:

- You should read the behaviours which reflect what is expected at your level.
- You should also review the previous levels to understand the natural evolution of behaviours within the career plan framework.

## 2. Complete your 'Individual development plan' template.

Here you have the [PDI template](#)\* which you should start using to:

- Identify and demonstrate with examples the behaviours you consider consolidated.
- Identify the behaviours you feel you should reinforce/work on.

\*Please, remember to review the ReadMe tab.

## 3. Share your plan with your manager

Set aside some time with your manager [1:1] to share your individual development plan with him or her so that together you can:

- Review the expected behaviours for the level you are currently at.
- Define short/medium/long-term goals to reinforce the behaviours you need to improve.

It is important that you have subsequent follow-up sessions, 3 and 6 months after the first 1:1 to review progress and have it recorded in your individual development plan.

## Recommendations:

- ★ Lean on your manager to find the resources you need to improve and grow, both at your level and the next level.
- ★ Take responsibility for your own growth and development and make a plan.
- ★ If you need to, talk to your *People Business Partner* so he or she can give you recommendations.



# What should you do as a manager?

## 1. Perform an analysis of all the people in your team

- With the framework, know the expected behaviours of each of the people who make up your team.
- Then, identify and provide evidence that these behaviours are consolidated in each one of them or, on the contrary, if they should reinforce/work on them.

## 2. Have meetings with all the people in your team

Ensure that everyone on your team has reserved a slot in their schedule to have a first 1:1 on their career plan. In this meeting, you should:

- Share with the employee your analysis of the consolidated behaviours and the behaviours to develop, also considering his or her proposal.
- Define short/medium/long-term objectives together aimed at reinforcing those behaviours that need to be improved.

## 3. Review their progress

It is important that together you review his or her progress and that those conversations are always reflected in the IDP. The follow-up and progress sessions should be at 3 months from the first 1:1, with another at 6 months.

### Recommendations:

- ★ Provide your team with the resources they need to improve and grow.
- ★ Encourage responsibility and maturity in your team, making them responsible for their own growth and helping them make a plan.
- ★ If you need to, talk to your People Business Partner to get recommendations.

# Career Plan Framework

## Level 4

You give visibility to the work of your team members and boost their professional development. Thanks to your strategic vision you have the ability to anticipate needs. You develop/lead projects with impact on business metrics by promoting a data-based work culture in your team.

### Have a Co-owner Mentality

- You are able to anticipate and/or identify needs and lead projects by maximising the abilities of the people involved and optimising the resources you have.
- You act with responsibility and awareness of the resources which our company offers, making efficient use of them.
- You show the same commitment which you require of your team, offering your knowledge and experience to facilitate deliverables, offer education, orientation, attention, etc.
- You make proposals to improve general and impact areas outside your team, meaning, policies and/or processes, tools, professional climate, office, etc.
- You share in a recurring way market relevant and industry information, as well as the impact which this can generate in our organization.
- You actively participate in recruitment processes and their improvement. You safeguard the process quality, highlighting mistakes and/or lack of information.

### Embrace and Drive Change

- You ensure that your team remains cohesive and efficient during changes presented to it.
- Your knowledge about the mobility sector, as well as market tendencies, allows you to deal with changes in the business with greater agility.

- In times of change and/or doubt, you suggest solutions / tools to ensure your team works in an optimal way, and in a safe and reliable environment.

### Analyze, Innovate and Simplify

- You promote a work culture in your team based on data to make decisions. You show evidence, data, and research in discussions to support your personal opinion or proposal.
- When urgency and scope of project/initiative allows it, you can promote in your team “trial and error” before launching it officially to detect possible mistakes and rectify them.
- You promote innovation and process iteration, prioritising it before initial perfection of delivering.
- Through analysis you change complex ideas into simple and scalable solutions, removing the things which provide no value to make them as clear as possible.
- You suggest innovative initiatives that positively impact on KPIs and/or performance of your area, supporting your results with objective information.
- When you detect problems or weaknesses, you manage to steer the conversations to identify their causes and how to deal with them, rather than focusing on solutions directly.

### Contribute and Commit

- You break problems down and convert them into lines of action such as solution proposals.
- You keep your team informed about the decisions which actively involve them.
- You take responsibility for your team's results like your own.
- You define the team targets and make decisions in line with the consensus of the department, respecting its strategy and common objectives.

- You create routines dedicated to the professional development of your team.

### Have a Positive and Humble Attitude

- You celebrate successes and recognize mistakes as part of a team.
- You are open to changing your position to different points of view during a debate or discussion.
- You know the differences between team members and promote diversity by striving to eradicate any behaviours and/or exclusionary attitudes.
- You manage conflicts related to your team with serenity and active listening, without taking anything personally.

### Improve our Cities

- You are able to develop measurable solutions with your team, which impact positively in your audience.
- You demonstrate your sustainability awareness (social-environmental-cultural-finance) via actions that are outside of your typical work scope.
- You develop with your team initiatives around our product which generate sustainable impact.
- You know how to connect priorities and team targets in sustainable targets raised by the company.

### Trust, Communicate and Develop

- You find the right moment and adequate way to adjust the information which you deliver to your team (feedback, relevant information, etc.).
- You empower team members to act with autonomy, trust in their knowledge and their abilities and they only come to you when they need it.
- You do not fear when someone is better than you: you recognize it, learn from it, and contribute to it so that it has the visibility it deserves.

- You promote open communication between your team and different areas / disciplines / teams in the company.
- You give value, recognition and visibility of the work done by your team to the rest of the company.

### Make an Impact

- After a prioritisation exercise and based on metrics, you are able to develop and implement projects that directly or indirectly impact business results.
- You are able to guide your team in conversations related to business impact.
- From your knowledge of the sector, the company's strategy, and your interaction with other departments, you are able to deliver value propositions, opportunities for improvement and growth for your team.
- You define your team's targets and set priorities based on the OKRs and company strategy.
- You promote in global and local teams a culture of agile work and continuous improvement.

### Strategy

- Understanding how your product is competing in the market.
- Be able to contribute to strategic decisions beyond their product area.

### Problem solving and User understanding

- Can identify and solve complex root cause patterns (organizational, inside a discipline, customers,...).

### Analytical and technical skills

- Able to use data to influence stakeholder decisions.
- Ability to positively challenge design/engineering/data decisions and escalate them in case of doubt.

### Collaboration and Communication

- Be able to manage their own development team to execute on a roadmap.
- Works with ease in cross-team projects, leading and communicating where necessary or delegating to other teams.
- Clearly communicates the product strategy to the whole company.

### Leadership

- Ensure measurable positive customer and company impact.
- Sets an example by embodying Cabify values and always promoting positivity.
- Mentor and coach PMs.

## Level 5

You prioritize your team development, and you focus their efforts on it. You work with other departments to solve significant problems that affect them. The area you lead generates an impact on the business by incorporating and promoting a culture of results that takes the long-term into account in every analysis.

### Have a Co-owner Mentality

- You are committed to the budget and expenditure, being co-responsible for the level of expenditure and you are aware we are able to do more with less, supporting the efficient management of budgets.
- You make team motivation an integral part of your team, paying attention to their needs, allowing professional growth or helping in the achievement of these needs.
- You promote in your team behaviours which boost and enhance culture, such as knowing how to give and receive feedback.
- You lead selection processes and detect headcount needs in order to achieve the targets set.
- You lead new process creation to improve the way you work with other teams and/or countries.
- You are always a step ahead in all performance, validating and formalizing constantly the team strategy according to the budgets and OKRs established.

### Embrace and Drive Change

- Your knowledge about the mobility sector and market tendencies allows you to anticipate the impact of them by anticipating the necessary changes to reduce the impact in our company.
- Although you understand that change is necessary, you are able to find the right moment to execute it.
- In the face of simultaneous changes between areas, you influence and contribute to their application, avoiding silos and promoting collaboration between teams.

- You motivate teams to search for new challenges and induce change by anticipating a need.
- You naturally work in constant change and translate to your team the importance of living in that change as a way of looking for alternatives every day.

### Analyze, Innovate and Simplify

- You are able to make quality and innovative proposals based on your knowledge of the mobility sector and market trends.
- You incorporate and promote a culture of results that takes the long-term into account in every analysis.
- You find creative solutions to problems to increase the efficiency and impact of the team.
- You use data and metrics to influence, make decisions and/or make improvements.
- You anticipate problems based on numbers and an understanding of KPIs.
- You have the ability to set out the strategy in clear work actions, analysing opportunities and prioritising them, according to impact and resources for their implementation.

### Contribute and Commit

- You make decisions considering the point of view of your team and actively involving them in proposing solutions or improvements.
- You are able to make projections of initiatives and/or projects and define how these impact on the targets set.
- You are knowledgeable with local realities and you analyse what already exists before looking for new solutions, taking advantage of the internal work already done.
- You are aware that unforeseen events occur, you have the ability to prioritize and maintain focus on relevant subjects for the company.

### Have a Positive and Humble Attitude



- You promote the collaboration of your team with other areas / disciplines /teams.
- You cultivate cordial, empathetic, and collaborative relationships with your stakeholders by sharing information and ensuring that multiple teams work together.
- You help those who do not know and/or comprehend a problem/process/procedure to understand it.
- You eliminate barriers that impede the progress of your colleagues, helping them find their way in the face of difficulties.

### Improve our Cities

- You transmit your commitment to sustainability, generating reflections in other colleagues at different levels/teams.
- You promote initiatives which generate sustainable impact at a global level through our app.
- You work with your team to internalise and to empathise with communication and cultural differences, adjusting your communication to the target audience.
- You get involved in subjects related to the company culture (diversity, inclusion, sense of belonging) giving visibility and promoting the implementation of initiatives.

### Trust, Communicate and Develop

- You effectively communicate results, targets and areas of improvement both in your team, and to the rest of Cabify.
- You support and defend the work and decisions of your team above your individual interests.
- You build a communication strategy into the area and you make sure that it is aligned with the macro targets and strategies of other areas.
- You make yourself responsible for facilitating the development of people, making it a priority in your work.

## Make an Impact

- You ensure the area which you lead generates an impact in the business and you know how to transmit it to other areas of our company.
- In the face of new challenges, you prioritise iterating what already exists rather than investing efforts in creating something from scratch.
- You motivate the team to identify wrong approaches and to generate alternative visions.
- You look for, plan, and build new metrics that allow you to make better decisions.
- You influence your area of responsibility in the long-term vision of your department.

## Strategy

- Provides feedback and make proposals for strategic documents to better guide the company and their teams.
- Expected to contribute to Product Management discipline excellence (Career path, evals, hiring process, etc.).

## Problem solving and User understanding

- Research, discover, and understand mid to future needs at a group and company level to guide team planning and strategy in advance.

## Collaboration and Communication

- Provides feedback and make proposals to improve the current product structure to better fit company needs.
- Is involved in definition and communication of tech staffing needs to ensure autonomous squads.
- Ensures communication between other product teams and with local and global is almost perfect so priorities, blockers and any relevant info is always well known by the company.

## Leadership

→ Should be able to contribute to vision/roadmap decisions beyond their product area.

## Level 6

You are responsible for understanding the business targets and how they are reflected in the structure, skills, and abilities in your area. You lead initiatives with a global and local impact which run through your direct area of influence, involving for this purpose other areas or teams.

### Have a Co-owner Mentality

- You take all your team decisions thinking about the benefit of our company both locally and globally, understanding that global results are the sum of local results.
- You promote in your team responsible thinking for global results without ignoring local results.
- You share the achievements of your team with the intention to improve processes or procedures of other people, and vice versa, applying the successful procedures of other teams in yours.
- You give dimensions to your team structure defining the best headcount to reach the targets set.

### Embrace and Drive Change

- You understand the need to face new challenges and are highly motivated to constantly make changes of global impact.
- You anticipate changes in the environment and plan your actions for new challenges.

### Analyze, Innovate and Simplify

- You find ways to improve the company's processes in the long-term.
- You identify and apply the necessary adaptation in the different markets and simplify the way of operating on a global scale.
- You drive and share new workflows across the enterprise that are effective and scalable both globally and locally.
- You are able to influence/motivate others to investigate and present evidence in the face of decisions.

## Contribute and Commit

- You develop mechanisms and methodologies of work after detecting needs in order to achieve strategic targets, considering the particularities of both local and global teams.
- You promote proposal generation within your team to improve results in case of necessity.
- You show your support to local teams in uncertain environments, offering solutions and mechanisms for them to follow.

## Have a Positive and Humble Attitude

- You make an effort to get to know people who have just joined the company and at the lower levels, to make yourself available and share with them your positivity and knowledge.
- You are humble in your global position knowing how to take advantage of cultural nuances for the benefit of the business strategy.
- You incorporate into your team strategy the existing cultural nuances ensuring that actions which are generated have the best fit for each market.

## Improve our Cities

- You promote sensitivity in communication by taking into account cultural differences.
- You promote a diverse and inclusive work environment.
- You are aware of the repercussions of your initiatives and make your team aware of our mission as a company, incorporating sustainability into your future proposals.

## Trust, Communicate and Develop

- You define and boost communication methods and interaction between local and global teams, searching to promote the business macro-vision.

- You contribute to extend the scope of those local projects which are scalable and that contribute global strategic value, thanks to reliable relationships and proximity with local teams.
- You add value to your colleagues by constantly sharing your knowledge of the business and of Cabify.

### Make an Impact

- You have a broad global perspective, and all your projects aim to generate both local and global impact.
- You influence any area of the company and are a referent when it comes to generating long-term strategies.

### Strategy

- Works closely with local and global to bring opportunities to their group/s. Also, to unblock important issues after escalation.
- Encourage their PMs to work closely with local/global and build trustful relationships to improve communication, efficiency and prioritisation.

