

Career Path

Product Management IC



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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.

Career Planning Framework

Level 1

You discover how to be efficient and develop capacities to be a freelance contributor and learn to be more effective in your team. You start working independently, making the most of the time both to learn new things and to learn from mistakes.

Have a Co-owner Mentality

- You look for help when you need it in order to be able to develop your work according to the quality standards required by the business.

Embrace and Drive Change

- In the face of situations of change and with the right help, you adapt to the established work systems by giving your best.
- You have a flexible attitude to changing environments and make an effort to adapt.
- You embrace change as an opportunity for continuous learning and professional development.

Analyze, Innovate and Simplify

- You strive to understand the mission of your role, as well as what is expected of you, and you work to achieve it.
- You analyse the work you have done to learn from the mistakes made and optimise your future contributions.

Contribute and Commit

- You develop your functions according to what is defined by your manager and taking their direction into account.
- You carry out your functions with a high level of responsibility, always seeking quality and meeting the agreed deadlines.

- You ask for help/reviews/approvals in advance, respecting others' times and established processes.

Have a Positive and Humble Attitude

- You are receptive to feedback and see it as an opportunity to improve your career.
- You treat everyone with the same respect, regardless of their position or role.
- You have a collaborative and supportive attitude within the team, understanding that common objectives are a priority.
- You understand that every situation is an opportunity to continue learning.
- You openly acknowledge when you are wrong.
- You show humility in the satisfactory outcome of your work and understand that there is always an opportunity both to improve and to learn from others.

Improve our Cities

- You report incidents in the application through the defined mechanisms.
- You demonstrate your sustainability awareness (social-environmental-cultural-financial) through actions within your direct working scope.
- You show respect for diversity in any of its forms.

Trust, Communicate and Develop

- You listen actively and learn from others in order to improve and establish successful relationships with your colleagues.
- You integrate actively into the team and use communication as your best ally.
- You share in a clear, honest, coherent, and transparent way, any information related to your day-to-day work when you are asked for it.

- If you have the opportunity to give feedback, you provide evidence and do so always in a constructive way, never destructive.

Make an Impact

- You act as a team facilitator, understanding that your work is a key part of the gearbox.
- You achieve the quality standards and delivery times defined by your manager using the resources assigned to you.

Strategy

- Clear understanding of the business strategy and how the company operates including the available products/services.
- Ability to communicate the strategy already defined.

Problem solving and User understanding

- Ability to execute a given roadmap with assistance.
- Collaborate on research to find missing information to advance initiatives/problems.
- Ability to identify and document problems and causes and separate them from potential solutions.

Analytical and technical skills

- Accesses and understand data about their domain.

Collaboration and communication

- Active listening and participates when appropriate in team processes and meetings.
- Able to give informed status updated to others about all work in the team.
- Focuses their communication on the “why” and “objectives” of their area more than implementation detail.
- Take part of the guild (use product glue) where you discuss squad/group/company wide things and share learnings.

Leadership

- Ensure measurable positive customer and company.

→ Adapts well to a changing environment and demonstrates flexibility in the face of changing circumstances.

Level 2

You are able to work independently, being able to organise and prioritise your day-to-day work, as well as providing value by helping to solve problems for your team. You are responsible for parts of a defined project.

Have a Co-owner Mentality

- You pay attention to detail, take care of the quality of your work, and make proposals for improvement of your own accord.
- You organise and prioritise the work yourself, only requiring feedback on a regular basis.
- You are able to research to solve your doubts when the information is not very accessible.
- You persevere in the face of difficulties until you achieve the results you desire.
- When something doesn't work, you act proactively to make the problem visible and propose a viable solution.
- You show pride in our company and act as a brand ambassador.
- You volunteer to participate in test correcting phases of the recruitment processes.

Embrace and Drive Change

- You maintain a positive attitude towards change and accept it as something natural within our industry and type of company.
- You are able to overcome new challenges and contribute to solve unknown problems together with the team.
- You find ways to adapt to unstructured environments.

Analyze, Innovate and Simplify

- You spend time getting to grips with the data around you to understand the reason for your work and to bring ideas or opinions into line with them.

- You understand the main KPIs in your area, as well as the planning and execution deadlines.

Contribute and Commit

- You are capable of making consensual decisions with your manager in situations that are within your reach.
- You are capable of assuming more tasks than those established to continue developing professionally and improve your results.
- You are critical and act responsibly by identifying the errors in the work you carry out, whether they are your own or those of your colleagues.
- You strive to understand your objectives and see how they fit with those of your team.
- You are diligent when it comes to supporting the team in solving problems or stumbling blocks in the area.
- You are concerned not only with the results of your work but also with those of your colleagues, being available to help and support them if necessary.

Have a Positive and Humble Attitude

- If you have the opportunity to offer proposals in the meetings / projects, you do so in a constructive way.
- You have a positive attitude towards your own mistakes and those of others since we all make them. You learn from them to improve day by day.
- You acknowledge and welcome the contribution of other team members.
- Even in a situation of a high level of uncertainty, you have a positive attitude towards challenges and contribute to the team in seeking new opportunities to continue achieving your objectives and those of your team.
- You have a proactive stance in giving and asking for feedback in the work teams around you. You are always looking constructively to improve the quality of everyone's work.

Improve our Cities

- You know the product and are able to make proposals aimed at improving the user experience (riders-drivers-corporate).
- You show concern and responsibility for optimising the resources needed for your work.
- You have good communication skills and relationships with different teams locally and globally.

Trust, Communicate and Develop

- You take advantage of every opportunity to exchange and learn with your colleagues.
- You look for new ways to learn about what you don't know, and how you can contribute.
- You rely on the judgment and "good faith" of your colleagues' contributions to continue growing personally and professionally.
- You have good communication skills (sending messages, receiving messages) through the different channels we work with (Slack, email, meetings).

Make an Impact

- You optimise your time and execute tasks quickly with a commitment to meeting deadlines.
- When faced with a stumbling block you seek to overcome it yourself before asking for help.
- You look for all the resources around you that allow you to generate greater impact.
- You proactively seek to take on new initiatives within your team.

Strategy

- Ability to breakdown the competitive landscape and identify problems with the help of mentors.

- Clear understanding of how our product differentiates from the competitors offering.
- Proactively identifies opportunities for improvement in their product area.

Problem solving and user understanding

- Ability to work alone with a dedicated development team to execute on a roadmap.
- Effectively prioritizes, considering the greatest value/impact of the team or company depending on responsibilities.
- Identify when it's necessary/beneficial to do a research (users, markets, competitors, science...).
- Partners closely with design on user experience decision and problem solving.

Analytical and technical skills

- Seeks quantitative and qualitative data and uses it to influence prioritization decisions.
- Able to identify metrics/kpi's for a given feature.

Collaboration and communication

- Gets the right people in the conversation in order to advance.
- Consistently shares metrics, data of success, failures, success stories and product changes.

Leadership

- Helps to provide context, clarity and motivation to product disciplines.

Level 3

You are completely independent in your day-to-day work and question the status quo and/or propose day-to-day operational changes that seek to improve efficiency within the team. You have the ability to work effectively and in collaboration with colleagues in other areas/departments.

Have a Co-owner Mentality

- You improve the quality of processes and documentation with respect to previous versions.
- You are interested in learning about different areas of the company and you apply this knowledge to improve your work or propose improvements to others.
- You develop communication links with people or areas on which your work depends to achieve objectives.
- You actively participate in personnel selection (interviews).

Embrace and Drive Change

- You promote an attitude that favours a positive and collaborative working environment in periods of change.
- You question the status quo and/or propose day-to-day operational changes that seek to improve efficiency within the team.
- You are able to adapt your own work system to suit unforeseen business priorities in which your area has an impact.
- When you identify unstructured environments, you have the capacity to propose changes that promote the creation of more structured environments.

Analyze, Innovate and Simplify

- You strive to understand our company's overall strategy and OKRs so that your proposals are aligned with them.
- You are not a conformist, and you question the status quo. You ask yourself why things happen, analyse them, and question them if necessary.

- When you listen to the proposals of others, you ask questions to gather data and i) better understand the subject and/or ii) make contributions.
- Through analysis, you are able to define the actions necessary to achieve the expected results.
- You understand the company's main KPIs, the ranges they have to move on and the main reasons why they move.
- You are able to see extraordinary deviations in the results of your area and draw attention to them.

Contribute and Commit

- You focus your functions on achieving the objectives of your area.
- You prioritise your tasks according to the deadlines, considering value/impact for the project/performance of the team.
- You are proactive in understanding the impact of your work on outcomes in the area.
- Your level is not limiting, you always try to add value beyond it.
- You acquire the necessary knowledge to develop your work and achieve your objectives.
- You have the capacity to lead initiatives of medium complexity, knowing how to clearly define the scope of work, necessary resources, and milestones, as well as managing their delivery.

Have a Positive and Humble Attitude

- You value the work of others and respect it with the understanding that everyone's work is important.
- You are able to incorporate the feedback you receive into your daily work and apply it to solve problems.

Improve our Cities

- You identify macro sustainability objectives that your daily work impacts on.

- You understand audience differentiation with its different cultural nuances.
- You have good communication skills and relationships with different teams locally and globally, understanding the role each of them plays and how the objectives are connected to each other.

Trust, Communicate and Develop

- When you find useful information, you share it with the rest of the team to help them grow and improve.
- You generate communication channels with teams other than your own, fostering relationships based on trust.
- You contribute to the professional development of junior colleagues based on your experience and knowledge.
- You make suggestions for improvement in a respectful way about the work of your colleagues.
- You support and defend the work and decisions of your team above your individual interests.

Make an Impact

- You are able to create and iterate processes that improve team dynamics.
- You are clear about the impact your work has within the team and the department.
- You prioritise and select what to invest efforts in, taking into account the priorities of your team and unit of work - OKRs.

Strategy

- Understand, review and collaborate in metrics about their squad/domain.
- Define mission and vision of a squad and link both to the company ones.

Problem solving and user understanding

- Ability to define the roadmap on their own.
- Coordinates User Research and performs their own research.

- Focus on problems rather than focusing on proposed solutions.
- Ability to formulate hypotheses and ask the right questions to Data Analytics/Science.

Analytical and technical skills

- Able to identify success metrics for their area of the product.
- Proactively identifies patterns and insights from data to make decisions and prioritise solutions.
- Ability to understand and evaluate the engineering trade-offs of your team's decisions and on your own product decisions.
- Constructs effective experiments and uses results thoughtfully towards iteration.

Collaboration and communication

- Demonstrated ability to positively influence design/engineering/data decisions for their product area.

Leadership

- Takes lead on improving team processes with stakeholders.
- Able to influence and align outside stakeholders and other teams and convince them of their product decisions.

Level 4

You have a complete mastery of your specialisation and are a solid problem solver. You delve into difficult problems and solve them independently within the team. You have the ability to anticipate needs and develop/lead projects that directly impact business metrics.

Have a Co-owner Mentality

- You perform tasks of a high level of difficulty and investigate new ways of working with the intention of bringing improvements to the team's performance.
- You anticipate the needs of stakeholders.
- You solve problems or fix what is not working even if it is not your responsibility, no matter if it is your duty or not, for the benefit of the company.
- You act with responsibility and awareness of the resources offered by Cabify, making efficient use of them.
- You are able to identify needs and lead projects in order to cover/solve them.
- You actively participate in recruitment processes and their improvement. You safeguard the quality of the process by pointing out errors and/or lack of information.

Embrace and Drive Change

- You induce changes when you believe they are necessary to grow or with the intention of generating a direct or indirect impact on the business.
- You are able to detect needs and propose changes within and/or outside the team.
- Your knowledge of the mobility sector as well as market trends allows you to understand and face changes in the business with greater agility.

Analyze, Innovate and Simplify

- Before proposing a change or a new idea, you first carry out an analysis of it, assessing its importance, impact, time investment, and possible return.
- You develop innovative initiatives that positively impact on the KPIs and/or performance of your area, supporting your results with objective information.
- You review, implement and test so that you can learn from the feedback received and finally communicate the progress.
- Through analysis you turn complex ideas into simple, scalable solutions by eliminating what does not add value so that they are as clear as possible.
- You lead discussions to identify problems or weaknesses, their causes and how to deal with them, rather than focusing directly on solutions.
- You show evidence, data, and research in discussions, thus avoiding your personal opinion.

Contribute and Commit

- You break down problems and turn them into lines of action as possible solutions.
- You are able to influence other colleagues or areas through convincing arguments.
- Even if you do not agree 100% with your team's decisions after giving your opinion on them, you support and back up these decisions for the benefit of the company.

Have a Positive and Humble Attitude

- You are aware of the interpersonal differences of the team members and encourage empathy and diversity.
- You share different points of view and participate in their discussion, being open to change your position in the face of opinions that are different from your own.
- You face conflicts with serenity, actively listening without taking it to a personal level.

- You celebrate successes and acknowledge mistakes as part of a team as a whole.

Improve our Cities

- You are able to develop measurable solutions that positively impact your audience.
- You demonstrate your sustainability awareness (social-environmental-cultural-financial) through actions outside your direct working scope.
- You develop initiatives on our product that generate sustainable impact.
- You promote diversity and strive to eliminate any exclusionary behaviour and/or attitude.

Trust, Communicate and Develop

- You create spaces for your colleagues to share their skills and knowledge.
- As a technical referent, you mentor and develop other people.
- You have the sensitivity to look for key moments to transmit feedback or critical information.
- You don't fear when someone is better than you, you recognize it and learn from it.
- You promote awareness in communication by attending to cultural differences.

Make an Impact

- You create processes/systems/work tools that facilitate the achievement of objectives in the appropriate time frame.
- You set priorities based on the OKRs and strategy of our company.
- You develop/lead projects that directly or indirectly impact business metrics and results.
- You know our strategy and use it to find opportunities to improve your work.

- From your knowledge of the business and your interaction with other departments, you are able to deliver proposals for improvement that add value.
- You promote across global and local teams a culture of agile work and continuous improvement.

Strategy

- Understanding how your product is competing in the market.
- Influence other teams strategy.

Problem solving and user understanding

- Can identify and solve complex root cause patterns beyond your squad.

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

- 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

- Sets an example by embodying Cabify values and always promoting positivity.
- Mentor and coach PMs.

Level 5

You have an impact on different teams/departments. You work with other departments to solve bigger problems that affect them. You lead decision-making within your discipline in other areas/fields beyond your own team/department.

Have a Co-owner Mentality

- You perform tasks of a high level of difficulty and investigate new ways of working with the intention of improving the performance of the group/department.
- You lead decisions in your specialty/discipline within your area of influence.
- You echo in the company the milestones achieved by any team.
- You make all your decisions autonomously thinking about the benefit of our company both locally and globally, understanding that global results are the sum of local results.

Embrace and Drive Change

- Your knowledge of the mobility sector and market trends allows you to foresee their impact by anticipating the changes needed to reduce the impact on our business.
- Although you understand that change is necessary you are able to find the right moment to execute it.

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 constantly incorporate long-term strategic thinking into your analyses.
- 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.

Contribute and Commit

- You are able to make decisions in complex environments and communicate them appropriately, generating clarity to impacted areas and/or countries.
- You create transversal work teams to achieve a strategic objective.
- In environments of uncertainty, you suggest different scenarios, proposing solutions and implementation mechanisms to be followed.

Have a Positive and Humble Attitude

- 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 understand a problem/process/procedure to understand it.
- You empathise with communication and cultural differences by adjusting your communication to the target audience.
- You remove barriers that impede the progress of your colleagues, paving their way in the face of difficulties.

Improve our Cities

- You transmit your commitment to sustainability by generating reflections in other colleagues at different levels/teams.
- You promote initiatives that generate a sustainable impact at a global level through our app.

Trust, Communicate and Develop

- You effectively communicate results, objectives, and areas of improvement to the rest of Cabify.
- You have a direct influence on the performance of the team by being a reference in your area and sharing your knowledge.

Make an Impact

- You look for, plan, and build new metrics that allow you to make better decisions.
- In the face of new challenges, you prioritise iterating what already exists rather than investing efforts in creating something from scratch.
- You identify wrong approaches and generate alternative visions.

Strategy

- Define group strategy and contribute to the company ones.

Problem solving and user understanding

- Can identify and solve complex root cause patterns outside your squads/group.

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

- Lead cross-team projects.

Leadership

- Should be able to contribute to vision/roadmap decisions beyond their product area.
- Lead PM recruitment efforts.

