



DOCUMENTATION LEVEL:
2 | CAPABILITIES
*What are our core
practices*

2nd Edition

PEOPLE AND CULTURE

Book of Roles



Critical
Techworks

CTW-2024-DOC-00036

JIM Land



Our Book of Roles

Our Book of Roles represents what we must do to make our company successful. We believe that success goes hand in hand with creating an environment that puts Joy in Motion - our JIMLand.

Our JIMLand is a low hierarchy, highly decentralised land without rigid hierarchical levels, with low levels of management, control and oversight and high levels of autonomy, creativity and teamwork. We prefer to encourage leaders to emerge from our teams to inspire and guide us towards common goals, while who's in charge depends on the problem being addressed. We believe this individual inspiration with roles that can be expanded as human capabilities grow is the way to achieve personal fulfilment and organisational success. Our Book of Roles describes our complete roles and needs in our JIMLand. The essence behind our Book of Roles can be explained in 3 mottos.

OUR FIRST MOTTO IS

"We define your job role, you can choose your own job title."

Our Book of Roles describes roles rather than job titles. We don't care about job titles. Roles are functions executed by a person in a particular situation. Job titles are names that describe someone's position in the company. We believe that everyone in the company plays a role rather than representing a position. We are focused on what each person contributes to the company and not the position each of us has. We believe that each role is valuable and fundamental to JIMLand. You are free to define your own job title and use it in your email signature and social networks. It is personal, it should represent what you feel comfortable with and how you want others to see you.

OUR SECOND MOTTO IS

"You shape your own role."

We are not followers. We believe in each other's individuality. We trust in your capabilities, previous experience, personal motivation, passions, and will to apply talent on behalf of the company. We believe that our individuality cast together will help us to go even further. Our job roles describe the foundations of things the company needs to be done, they aren't detailed prescriptions. You are invited and challenged to bring in your own beliefs and shape your role in a way that fulfils your motivations and passions and supports the company needs. **Be bold, and don't settle!**

OUR THIRD MOTTO IS

"We love autonomy, but we work together."

We promote and love autonomy, and we believe we should be directive only if needed. We believe in self-organisation, but we do not work in isolation, and we should be prepared to offer direction when circumstances call for it. For us, autonomy is each person's ability to have self-directing freedom, freedom of thought and especially the confidence to express oneself without fear. We believe that decisions are better if taken as close as possible to the real problems and accepted by those at the heart of the issue. We also believe that our people can look for help if, at some point, they don't feel confident enough to make the best decision. If the request for help is not triggered, we know how to be directive to support everyone's growth. Asking for help is the most important indicator of intelligence and independence.

LAST BUT NOT LEAST...

Last but not least: each job role at JIMLand is represented by an avatar.

We believe that each of our strengths and values defines our other self: an avatar that represents the main characteristics of each role but also represents a common basis of everyone who lives in JIMLand, that they strive to create Joy together.

Avatars emerge from a common ground, but we cherish our differences and so, our avatars can be customised to reflect the unique personality of their creator.

Avatars also symbolise potential, our striving to be better each day, to overcome obstacles and challenge ourselves on a daily basis to persist, face our fears and transform ourselves, like the phoenix rising from the ashes. If you are on those days when nothing makes sense, have your avatar with you: it will help you!

Our main role as an organisation is not to build products. We focus on people growth and development so they can design, develop, deliver and operate awesome products.

Our job roles and career model are designed for flexibility and personalisation at the people level. We envision job roles as dynamic sculptures made of flexible building blocks that people can use to become the architects of their own jobs. People should expand their roles and relationships to better align with their interests, skills, and values while making a positive impact on the company and the world.

We aren't control freaks, and we want to be coherent, not standard.

It is true that standardisation sets a floor on acceptable behaviours, but it sets a cap as well. Living out our values of autonomy and responsibility would be more challenging than following very prescriptive roles. At Critical TechWorks, you will be challenged to aim high and have an impact. Independently of your role, you will have the opportunity to excel and grow.

Book of Roles Architecture

The book of roles is designed as a set of documents that together define the entire Critical TechWorks career model (see Figure 1). The "The Main Body" (this document) introduces the role concept, proficiencies, and career model that apply to all roles. Then, there is a separate document that describes the roles associated with each one of the company departments: DevOps, TechOps, CorpOps and ManOps (including the shareholders).

Book of Roles Main Body			
General Introduction Proficiency levels, Impact levels Career Model			
Stakeholders ManOps Roles	CorpOps Roles	DevOps Roles	TechOps Roles
Stakeholder Roles	Cyber Security Hero	Rockstar Developer	Cluster Head
Overlord Deity	Compliance Guardian	Data Mastermind	Chief Technical Titan
IT Deity / Critical Deity / Electronics Deity	Quality Guardian	IT Paladin	Head of Interactions
Mysterious Stakeholders	X-Gandalf *	Design Guru	Master of Making Things Happen
Sponsorix	Purpose Alchemist	Scrum Knight	
ManOps Roles	Director of Happiness	Product Visionary	
Chief of Purpose	Marketing Genie	Star Protégé	
Lord of the Ledgers	Design Fairy		
Launch Control Director	Liege of Counters		
	Stronghold Blacksmith		
	Director of First Impressions		
	Master Chef		
	Stronghold Sentinel		
*The X-Gandalf role is a generic organisational role that can assume different areas of influence. The "X" will assume a different name according to specific areas of influence. As an example, the X-Gandalf can assume the following roles: Agile Gandalf, IT Gandalf, Security Gandalf, Business Gandalf and AppMeister Gandalf.			

Figure 1 Book of Roles Architecture

Levels of Proficiency

At Critical TechWorks, we see people – and teams – growth as a collection of knowledge and experience acquired throughout one's life. It is not a hierarchical approach but a way of trying different professional paths and being flexible enough to get the most out of each opportunity.

We believe that expertise and wisdom come from different forms of learning and experimenting, from failures and successes. It does not come from someone else's decisions nor from the person's position on a hierarchical scale.

We see career progression based on what you can contribute to, what skills you have developed and what skills you can share. We translate all of this into seven proficiency levels (Figure 2). We don't look at them as hierarchical because their dependencies lie in the substance rather than the power or control that comes with them. These proficiency levels are universal, which means they are applied to all job roles. The levels describe the behaviour, values, knowledge and characteristics that an individual should attain to be recognised as proficient in a particular job role. A proficiency level is only valid in relation to a person executing a role and isn't something you can judge in the short term or that you can use to compare with others. Proficiency shouldn't be confused with achievements. Achievements are immediate results, whereas proficiency is a long-term behaviour.

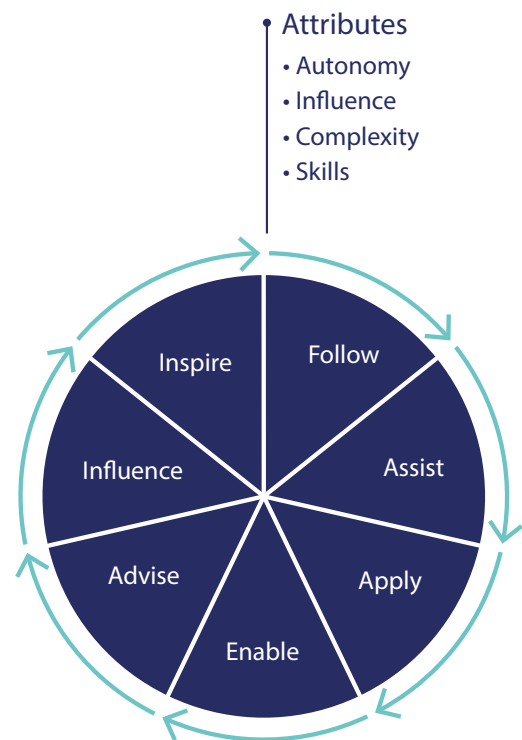


Figure 2 Proficiency Levels

Each proficiency level is described by four attributes – Autonomy, Influence, Complexity, and Skills – plus one.

Impact, as the fifth attribute, is the individual contribution applied to a specific job role and can be seen as both a sum of the four attributes, or as an enabler of the proper measurement of each attribute. As such, it's something that can't be generalised and applied in the same way to all roles.

There are three additional proficiency levels, LEARN, VOID, and 404, that have different meanings from the seven levels presented above. The LEARN level applies to people having an intern-ship or any other kind of on-the-job learning. The VOID level is used when a new person starts in the company and before they apply for the mastery process for the first time. The 404 level is set to a person who doesn't perform the mastery for 18 months or more. After 18 months, the proficiency level loses its meaning.

In general terms, all proficiency levels apply to all roles. The proficiency level range applied to a specific job role depends primarily on the company operational needs to fulfil the business requirements. Given Critical TechWorks' focus on software development, it is understandable that the model was designed considering mainly roles related to software development. Supporting roles such as the Master Chef, Director of First Impressions or Master of Making Things Happen only comprise part of the proficiency levels.

Follow (Product Impact)

Requires supervision • Executes with quality
• Follows working mode • Open to learn

Autonomy	Seek guidance • Works under supervision. Has little discretion and in unexpected situations, seeks guidance. Needs to ask more experienced colleagues for direction, approvals and solutions. Proactive in seeking and consolidating knowledge. Learns from failures.
Influence	Minimal influence • May work alone while interacting with immediate colleagues or embedded in a more proficient team. Understands that, even with limited experience/knowledge, can still add a valuable contribution to the team.
Complexity	Follows routine activities • Performs routine activities in a structured environment. Requires assistance with resolving unexpected problems. Attentively observes how more experienced colleagues approach complex issues. Exhibits good logical reasoning skills.
Skills	Apprentice • Uses basic information systems and technology functions, applications, and processes. Demonstrates an organised approach to their work. Learns new skills and applies newly acquired knowledge. Follows code of conduct, ethics and organisational standards. Is aware of health and safety issues. Possesses good communication skills for effective dialogue with colleagues and is able to work within a team. Contributes to identifying own development opportunities.

Assist (Product Impact)

Plays safe • Knowledge in a sub-product area
• Able to set their own tasks • Fulfils commitments

Autonomy	Limited reference to others • Works under routine direction. Has limited discretion in resolving issues or enquiries. Works without frequently referring to others. Makes them-self available to perform tasks outside the established routine, allowing the team to increase trust in the deliverables.
Influence	Influence colleagues • Interacts with and may influence immediate colleagues. May have some external contact with customers, suppliers and partners. May have more influence in own scope of responsibility.
Complexity	Diverse routine activities • Performs a range of work activities in diverse environments. May contribute to routine issue resolution. Lays the foundations for a T-shape professional.
Skills	Knowledgeable • Understands and uses appropriate methods, tools and applications. Demonstrates a rational and organised approach to work. Identifies and negotiates own development opportunities. Has sufficient communication skills for effective dialogue with customers, suppliers and partners. Is able to plan, schedule and monitor own work within short time horizons. Absorbs new information when it is presented systematically and applies it effectively. Establishes learning bridges with peers to enable knowledge acquisition and dissemination.

Apply (Product Impact)

• Embraces uncertainty • Confidence of the team
• Represents the product • Identifies potential obstacles • Generates new knowledge • Broader view of the product • Technically independent • Identifies and addresses blocking issues •

Autonomy **Independent** • Works under general direction. Uses discretion in identifying and responding to complex issues and assignments. Might need to receive specific instructions but should be able to determine own path. They should be able to know what they don't know and what they don't control.

Influence **Influence product** • Interacts with and influences colleagues in their own team. Has working level contact with users, customers, suppliers and partners. May supervise others or make decisions which impact the work assigned to individuals or phases of products. Represents the product in a context outside of the dev team (e.g. knowledge sessions, workshops, meetings, discussion groups).

Complexity **Apply knowledge to new challenges**
• Performs a range of sometimes complex and non-routine tasks in various environments. Applies a methodical approach to issue definition and resolution. Able to derive existing knowledge to apply to new challenges.

Skills **Proficient** • Demonstrates an analytical and systematic approach to issue resolution. Is proficient within the role and able to go beyond their fields of expertise to make connections with other fields. Takes the initiative in identifying and negotiating appropriate personal development opportunities. Demonstrates effective communication skills. Contributes fully to the work of teams. Plans, schedules, and monitors own work (and that of others where applicable) competently within agreed targets and according to the standards in place. Appreciates the wider business context and how their own role relates to other roles and to the business of Critical TechWorks and product stakeholders.

Enable (Domain Impact)

• T shaped person • Self-confident • Influences the domain/area • Business influencer • Anticipates conflicts • Takes care of team's health • Role in enabling others • Unlocks majority of blockers •

Autonomy **Exercises self-direction** • Uses their ability to decide what works best for their needs, including taking ownership of their own learning, motivation and behaviours, and is able to select the product and tasks that are best for the team. Works under general supervision within a clear accountability framework. Exercises substantial personal responsibility and autonomy. Plans own work to meet given objectives and processes.

Influence **Influence unit** • Influences customers, suppliers and partners at the product level. May have some responsibility for the work of others and for the allocation of resources. Participates in external activities related to own specialism. Makes decisions which influence the success of products and team objectives. Represents the unit at various internal and external workshops, meetings and discussion groups. Promotes internal initiatives at the unit level.

Complexity **Complex predictable contexts** • Work includes a broad range of complex technical or professional activities within a variety of known contexts. Is able to investigate, define and resolve complex issues. Understands the relationship of product with wider customer/unit/organisational requirements and its impact in own domain.

Skills **Teacher** • Selects appropriately from applicable standards, methods, tools and applications. Listens carefully and communicates fluently, orally and in writing, and can present complex information to both technical and non-technical audiences. Facilitates collaboration between stakeholders who share common objectives. Plans, schedules and monitors work to meet time and quality targets. Rapidly absorbs new information and applies it effectively. Has a deep knowledge of and passion for their subject matter and inspires others to learn more and dig deeper. Maintains an awareness of developing technologies, or expertise trends, and their application and takes responsibility for driving own development.

Advise (Domain Impact)

• Trustworthy leader • Protects the team • Reference in the domain • Visibility in the domain/area • Shapes domain/area • Improves product working mode • Unlocks complex blockers •

Autonomy **Autonomous judgement** • Works under broad direction and uses own judgement. Has a demonstrated ability to determine own work priorities and meet outcomes within a diverse and complex set of functions. The work to be performed is often self-proposed. Is fully responsible for meeting allocated objectives. Establishes milestones and has a significant role as an advisor for the assignment of tasks and responsibilities.

Influence **Influence organisation** • Influences the organisational units, customers, suppliers, partners and peers regarding the contribution of their own specialism. Builds appropriate and effective technical and business relationships. Makes decisions which impact the success of the assigned work, i.e. results, deadlines and budget. Has significant influence over the allocation of appropriate resources for given assignments. Establishes connections between units and teams, leverage competencies and knowledge throughout the entire organisation. Promotes initiatives at the organisational level, including external representation at workshops, meet-ups and events.

Complexity **Complex unpredictable contexts** • Performs an extensive range and variety of complex technical and professional work activities. Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts. Understands the relationship between own specialism and wider customer/unit/organisational requirements. Addresses complexity not only in its own domain but also influences the overall resolution of complex problems, often with multiple stakeholders.

Skills **Advisor and mentor** • Advises on the available standards, methods, tools and applications relevant to own specialism and can make appropriate choices from alternatives. Analyses, designs, plans, executes and evaluates work according to quality, time and cost targets. Assesses and evaluates risk. Demonstrates servant leadership behaviour. Facilitates collaboration between stakeholders who have diverse objectives. Takes all requirements into account when making proposals. Takes the initiative in keeping their own and other people's skills up-to-date. Mentors and is available to support colleagues. Maintains an awareness of developments in the industry. Analyses requirements and advises on the scope and options for continuous operational improvement. Demonstrates creativity, innovation and ethical thinking in applying solutions to benefit the user/customer/stakeholder.

Influence (Company Impact)

Influencer • Improves company working mode • Defines strategy
Visibility in the organisation • Shapes business • Reference
in several domains • Protects organisation •

Autonomy **Promote self-driving initiatives** • Has autonomy and accountability for actions and decisions within a significant area of work, including technical, financial and quality aspects. Establishes organisational initiatives to promote company objectives and influences the participation of others.

Influence **Influence strategy** • Influences policy and strategy formation. Initiates influential relationships with colleagues, users, customers, suppliers and partners at all levels, including industry leaders. Makes and influences decisions which impact the work we do in terms of customer satisfaction and support the achievement of organisational objectives.

Complexity **Lead complex activities in multiple contexts** • Has a broad business understanding and deep understanding of own specialism(s). Performs highly complex work activities covering quality, technical, and financial aspects. Contributes to the implementation of policies and strategies. Creatively applies a wide range of technical and management principles.

Skills **Technological leader** • Absorbs complex information and communicates effectively at all levels to both technical and non-technical audiences. Manages and mitigates risk. Understands the implications of new technologies. Demonstrates clear servant leadership. Understands and communicates industry developments and the role and impact of technology in our work. Promotes compliance with relevant standards and legislation. Takes the initiative to keep both their own and colleagues' skills up-to-date.

Inspire (Company Impact)

• Influences market and external communities • Inspires organisation • Establishes vision •

Autonomy	Accountable autonomy • Assumes responsibility for all aspects directly or indirectly related to their area of work, including preparing and improving policies and their application. Is fully accountable for actions taken and decisions made, both by self and others to whom responsibilities have been assigned.
Influence	Influence industry • Inspires the organisation and industry. Influences developments within the industry with things that have not previously been explored. Advances knowledge and the exploitation of technology within one or more units and within the organisation. Develops long-term key strategic relationships with customers, partners, and industry leaders.
Complexity	Addresses complex emerging challenges • Leads on the formulation and implementation of strategies to address upcoming challenges. Applies the highest level of servant leadership skills. Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment. Makes highly complex and unforeseen challenges look easy.
Skills	Strategic leader • Has a full range of strategic management, technical and leadership skills. Understands, explains, and presents complex ideas to audiences at all levels in a persuasive and convincing manner. Has a broad and deep knowledge of the business, including the activities and practices of other organisations. Communicates the potential impact on organisations and individuals of emerging practices and technologies and assesses the risks of implementing or not implementing such practices and technologies. Assesses the impact of legislation and actively promotes compliance. Ensures the organisation develops and mobilises the full range of trending skills and capabilities.

Proficiency Impact Levels

The proficiency impact levels frame the proficiency levels in something broader than a single proficiency and focus on the development phases that people executing the role should go through. The goal is twofold: to show that people's development has different cumulative stages and that the company understands that each person, regardless of the role, can impact the organisation at all levels. This impact goes beyond and expands the activities explicitly defined by the role. In a nutshell, everyone can go above and beyond and contribute to the organisation's success, starting by impacting the Product, and proceeding to impact the Domain, and the Organisation.

Our career model defines three Proficiency Impact Levels: Product Impact, Domain Impact and Organisational Impact (see Figure 3). As the proficiency levels, the impact levels are cumulative. A person cannot impact the Domain if not impacting their product and cannot impact the Organisation if not impacting their Domain.

The Product and Domain impact levels have the same purpose and intention for all roles. Still, each role has its own impact level description to fine-tune and be specific about what is expected by each person executing the role.

The Organisational Impact level is the same for all roles because, at this level, the relevance is not the role but the individual. The proficiencies included in this impact level (Influence and inspire) are dependent on the person as an individual in the organisation who can influence and inspire and not because the person is executing a specific role.

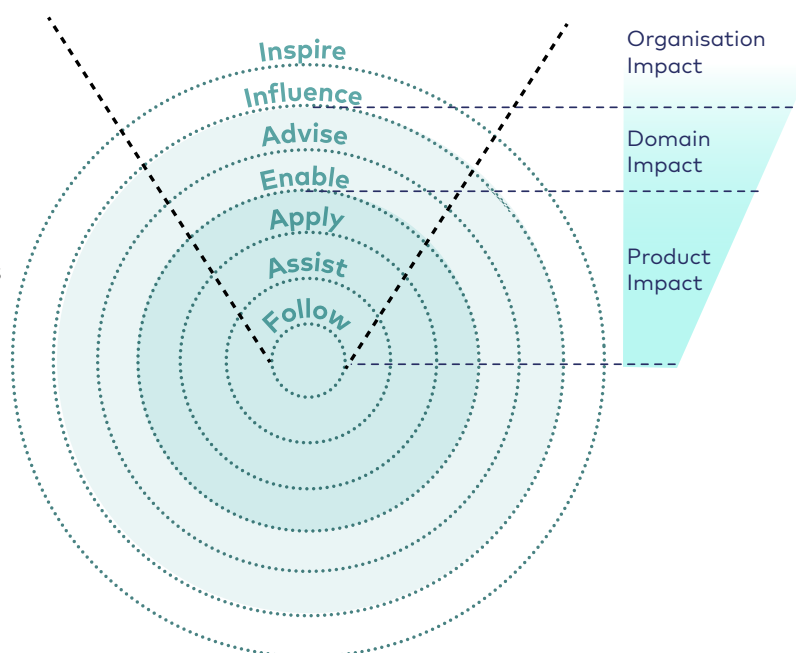


Figure 3 Proficiency levels impact

Figure 4 shows in more detail what is expected at each impact level. The impact levels provide context to the proficiency levels and represent how a person can expand their contribution inside the organisation while doing what is on the basis of the role.

In Product Impact, you are focused on the most important aspect of CTW organisation by supporting your team and developing your product. As you evolve from Product to Domain, the knowledge acquired (in various areas: technical, colleagues, product, unit, organisation) allows you to do tasks more efficiently and with more value. At the Domain Impact, your knowledge goes beyond the specifics of the product you are working on, gives you a good understanding of what is around you, and allows you to make a more mature, consistent, and impactful contribution. At Domain Impact, you are expected to fulfil all responsibilities inherent to your role.

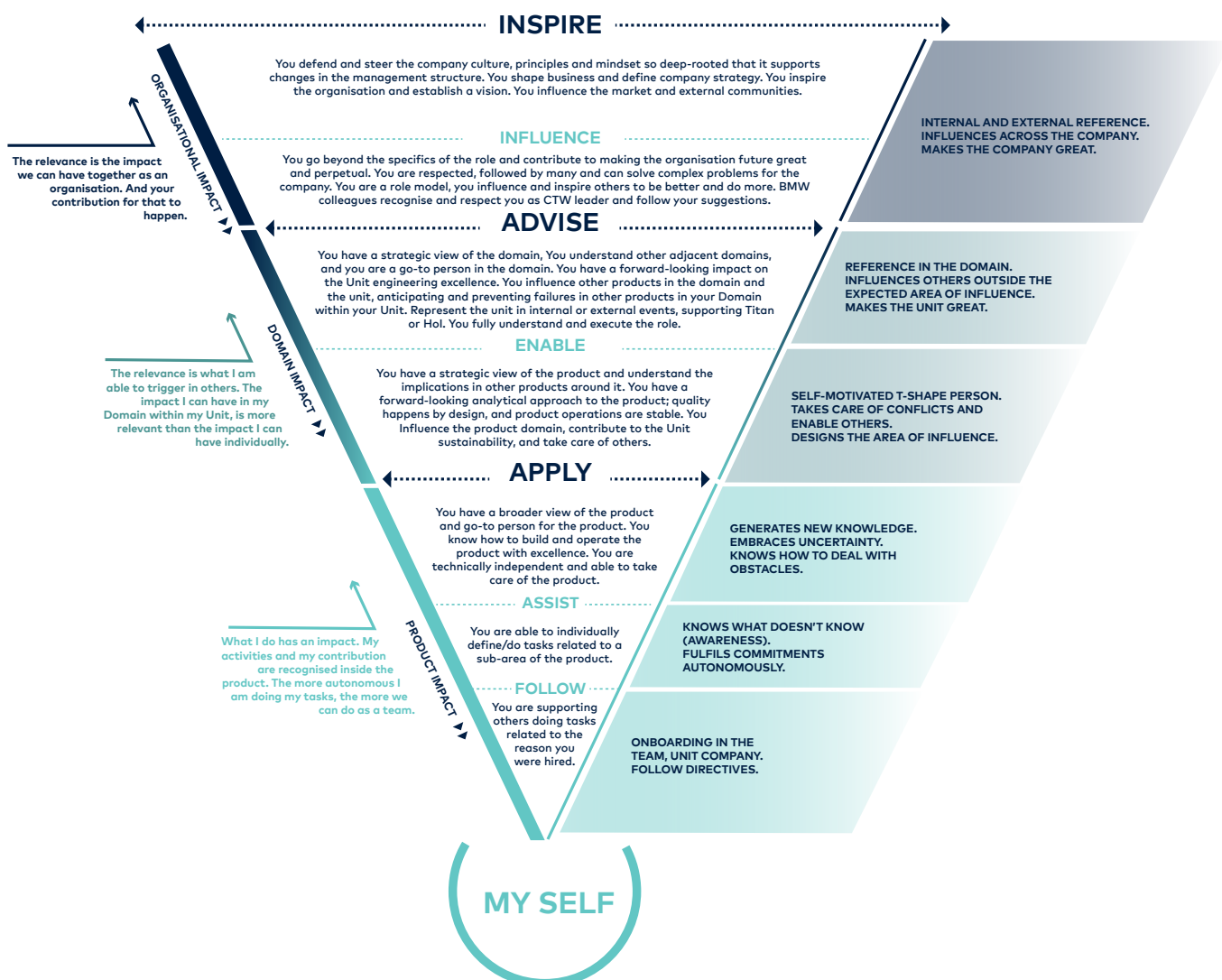


Figure 4 Proficiency Impact Level Details

The Organisational Impact is made by the person independently of the role or position. At this level, the person is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing.

In practical terms, and from BMW's perspective, being at Product Impact is to be at the same level as any supplier – you deliver the application. What is expected from a Hub is to have a deeper integration and business knowledge to contribute at the Domain level. That's why it is relevant to challenge ourselves to contribute and impact BMW domains and primes.

The Proficiency Journey

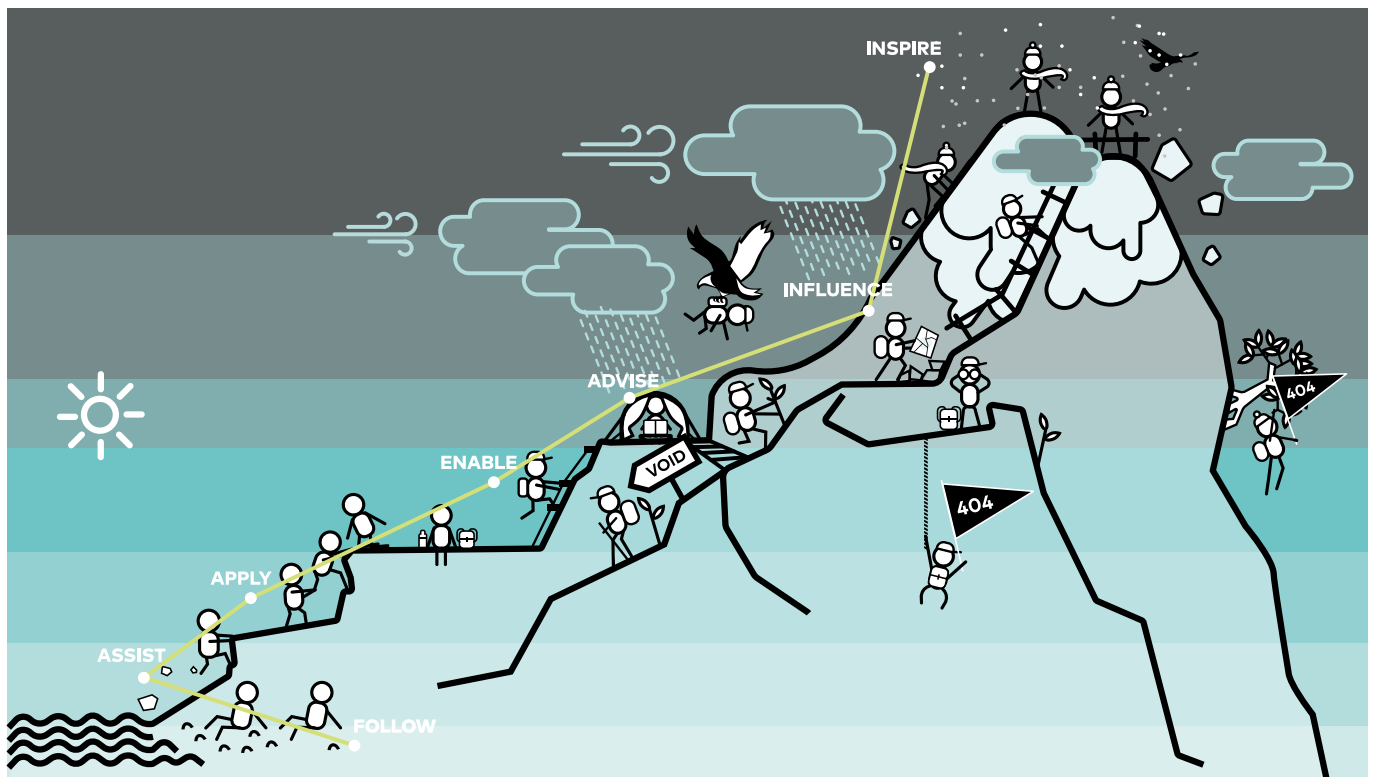


Figure 5 Proficiency geography

Proficiencies are not linear. The time, effort, and impact required to move from one proficiency level to the next are sometimes very different and can be perceived as a Fibonacci sequence.

The Follow is a level from where people don't fall, but it's also a level people shouldn't stay for much time (as the picture tries to represent, the sea level will force you to move or to leave). Being on the beach is a good place to stay and enjoy, but it isn't a place to build foundations, the ground is shaky. Moving from Follow to Assist is inclined but short and keeps you far enough safe from the sea level.

The path from Assist to Apply level is as inclined but longer, which causes some level of instability. Having the foundations in the hillside is unstable, and going too fast and alone is not always the best to go longer. You need to be patient, consolidate the ground step by step and build the foundation of a solid team with concrete contributions to the team's achievements and deliverables.

When you reach the Apply level, you feel comfortable because the ecosystem around you is known, you don't feel alone, and you are able to make decisions. You dominate the product functionalities and technology used, and you know your colleagues and stakeholders, as they also know you. You feel good, you are able to breathe, and you feel comfortable because you believe you are at a plateau, and the road to Enable seems to be easy. You may think that it is just a question of time. The path to the Enable level seems flat, and it is in the line of sight. You start exercising what you learned until Apply, but from different perspectives. You start using the knowledge acquired in the product and team to support other teams, other products, and colleagues. You extend your influence beyond your product by supporting your Unit in making others walk the same path.

Up to Enable, the journey has been challenging but clear. At this point in the hill, the uncertainty, the doubts, and the decisions start to emerge. The sky is not clear anymore, and you aim high!

You still want to continue your journey, but now you understand that you are on a different level. The roadmap gets fuzzy, and you should be prepared to fail. The Enable level is the first stable ground you may find. Not every summit is at the top - you are already scaling great heights. You can find a lot of opportunities, do many different things, and have a joyful journey. Your growth is horizontal in different teams, products, and domains, enabling others and developing yourself. Being there longer will never stop you from starting the journey to the top.

If you are not prepared to descend and go back to solid ground, then it is better not to climb. Many times, you will miss the spot and be at a dead end, alone in the dark. Only the ones that recognise the need to go back and start again, that try different paths and persevere through multiple attempts, are the ones that will, eventually, uncover the path forward. If you get more focused on the ones that overtake you than on yourself, most probably, you will be lost, probably doing the wrong thing right.

After spending a considerable time on the plateau, on the stable ground provided by the Enable level, you developed strong resilience and a T-shape profile, but most importantly, you developed your sensors to know what you don't know. Your levels of self-awareness and self-criticism enable you to have the right level of fear, preventing you from failing without realising it.

So, you decide to climb to the top. From this moment on, you are mostly counting on yourself, and others look at you as someone who will help them. You should take your steps carefully because others will follow you. After the first steps, you realise the journey is more complex than expected. You realise that you need to formulate the difficult questions and quest for the answers. At these heights, the ones around expect you to provide answers even before the questions have been asked. You reach the Advise level and are ready to take a break when you acknowledge that you are in VIII to X grade climbing, where they gradually require more resilience. There is

no alternative: either you press forward, or risk being pushed back. You have to invest a significant level of energy just to maintain your position.

You want to keep going, but you face many routes from Advise to Influence. There is no straight path, and not all routes will take you to the Influence level. What makes you an Influence is the knowledge to select the right routes, define the needed strategies, be available to do what's needed and influence others to do the same.

When you reach the Influence level, you and others feel you are on solid and stable ground. Others see you consistently providing solutions, they nurture respect because you are secure, calm, reliable. However, what creates that feeling comes from inside, from your internal capacity and resilience to deal with the turbulence around you. You are in control and able to perform at the top of your capacity (physical and psychological) despite the environment being even more challenging than before. For you, descending and going back to the activities and responsibilities of others is just part of the work.

Moving from Influence to Inspire is not a question of time - technical or human skills, they are all there; also, accountability, self-awareness, strategic thinking, and maturity are there - what makes you an Inspire is the way you interpret and execute the Influence level. The Influence level is the highest level of service you can imagine. You put your ego aside. You are available to work with and within the teams, and step into different roles even when they look like going back in the career path. You do that for a significant amount of time, and the Inspire is yours!

At the top of the mountain, the ground is made of ice, and the weather is foggy. You cannot stay there alone. All the others around you are the ones who keep you there, it's their collective strength that anchors you in place; don't forget that.

Career Evolution Principles

Personal and professional growth is something to which we all should aspire and have an opportunity to experience. This is true for individuals, teams, and entire organisations. Career goals should align with the personal and professional development needs of each person. Our role as an organisation is to provide growth opportunities and assist each one of us with career development.

We clearly aren't a career management company. We believe people's careers are theirs to manage. While there might be many opportunities to advance at the company, we wouldn't be designing opportunities for specific people. We believe that the organisation should challenge people in particular directions but shouldn't replace the decisions each individual needs to take when defining their own goals and the learning methods required to achieve them.

Following the principles of servant leadership, agility, professionalism, and happiness that Critical TechWorks implements, we can help people explore career development options. However, each of us should ultimately be responsible for choosing and following through. We developed several learning methods and a personally focused Mastery process to support you in understanding your strengths and improvement needs and deriving your individual growth and development plan.

Last but not least, our commitment is to invest in your personal growth and development beyond the company needs. We believe in individual freedom, which can only be achieved if you are prepared to follow your dreams, even if they cannot be achieved with us. We love that you have opportunities beyond us, but even so, you decide to stay.

Career Evolution Opportunities

At Critical TechWorks, career evolution can be vertical, by rising through the proficiency levels, and horizontal, by using the different roles available.

Vertical Career Growth

We believe that if someone loves what they do, they should not need to change their role and stop doing what they like to enjoy personal and professional growth and development. We believe that a person can be in the same role (e.g. Rockstar Developer) for an indefinite period of time, and that should be understood as a good thing by the organisation. A person shouldn't need to switch to a different role to feel recognised and have a continuous growth path – there is always room for continuous growth and perfection.

At Critical TechWorks, proficiency levels support this kind of career path within a given role (Figure 5). These proficiency levels transmit the natural evolution one can expect throughout one's professional career. The levels represent not only the technical expertise one is acquiring but also other competencies relevant to personal and professional growth - such as autonomy, influence and the capacity to deal with increasing complexity.

Personal growth and development influence the concrete tasks performed inside a product, as well as the way a person interacts as part of the organisation. As a person evolves from Follow to Inspire, their influence also extends from the product to the organisation. A Follow is expected to be focused on and have an impact mainly on the product, whereas Inspire combines a high impact on the product with an impact on the organisation.

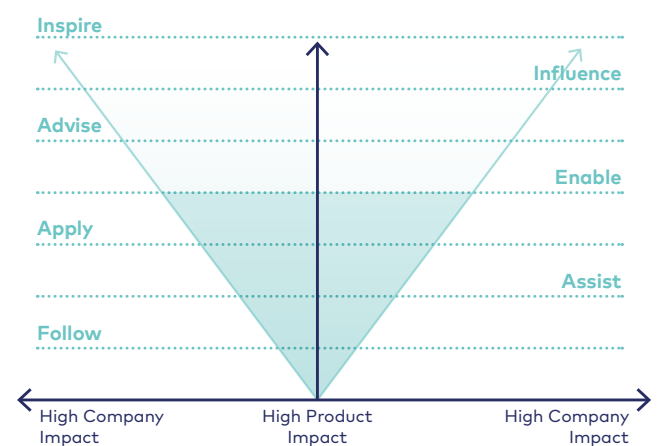


Figure 5 Proficiency Levels Evolution

The proficiency level has 4 attributes (Figure 6) that determine the progression from one level to another. This evaluation is defined within the context in which the person operates. The progression is based on the proficiency acquired, and there is no predefined time frame for each progression.

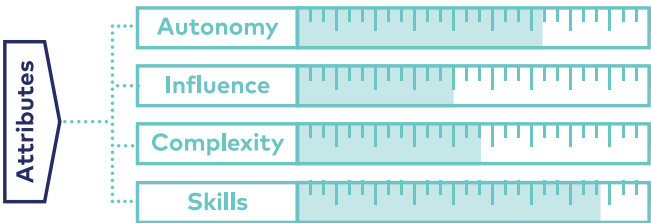


Figure 6 Proficiency Level Attributes

CTW's Mastery Process and Learning Strategy play significant support in our individual's personal and professional development and, along with the on-the-job experience, are the basis for developing to higher proficiency levels.

Horizontal Career Growth

After being in a role or the same product for a while, we also expect that some people would like to test their ability to perform other roles requiring different skills or other products with different characteristics and business challenges. CTW's set of roles includes those focused on technical aspects, product and user interactions, people and interactions, and corporate tasks (Table 1). However, it is important to note that there is always a grey area because some roles touch on several of these aspects.

Technical	Product	People	Corporate
Data Mastermind	Design Guru	Director of Happiness	Liege of Counters
IT Paladin	Product Visionary	Majesty of Hearts	Master of Making Things Happen
Rockstar Developer	SAP Wizard	Talent Wizard	Cyber Security Hero
Scrum Knight		Head of Interactions	Compliance Guardian
Chief Technical Titan			IT Inspector
Cluster Head			X- Gandalf
			Purpose Alchemist
			Design Fairy
			Marketing Genie
			Director of First Impressions
			Master Chef
			Stronghold Blacksmith
			Stronghold Sentinel

Table 1 Group of Roles by Focus

Note that some roles are not included in the table because they are elected roles that are not part of the traditional career path. For instance: Chief of Purpose, Lord of Ledgers and Launch Control Director. For different reasons, the same applies to Start Protégé.

By definition, and depending on each individual's motivation, a person performing any role can apply to any other role. Roles within the same group are closer in terms of base skills and thus require less adaptation - although it can still be demanding. Roles in other groups require higher levels of adaptation, more skills to be developed and, sometimes, a more radical shift in mindset.

Figure 7 shows an example of the most obvious role moves from Rockstar Developer - although other possibilities may exist. And, of course, it is equally possible for people to move from any other role to become a Rockstar Developer.

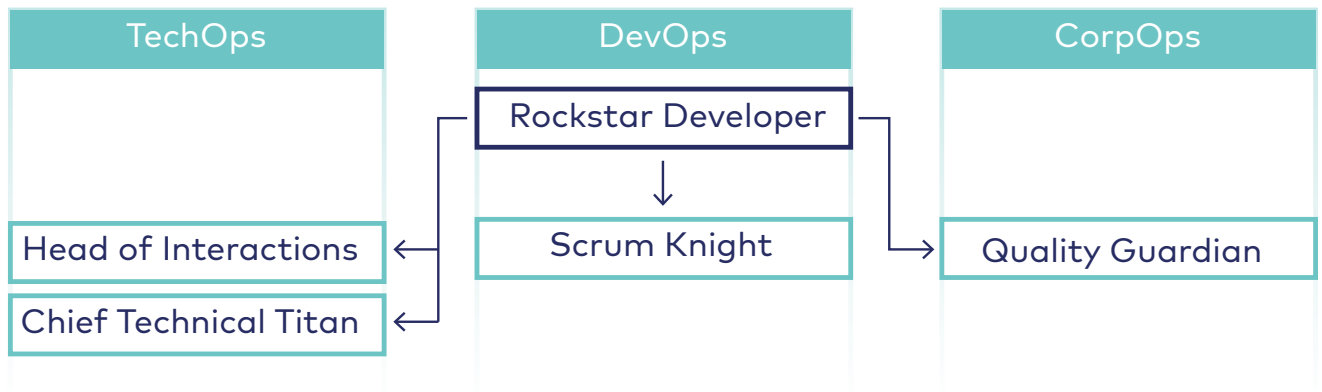


Figure 7 Horizontal Growth

Moving from one role to another should be planned jointly by the person and their structure (depends on the person, but examples are Head of Interactions and Chief Technical Titan). The decision should be subject to an analysis of the skill-set that needs to be acquired, the minimum proficiency level required, and the company needs for the target role, among others. This analysis will be worked into a plan to make the move effective and efficient. The time-frame to complete the move will depend on the fulfilment of that plan. In some cases, the move may be immediate when the source and target roles are close enough in terms of skills and proficiency levels.

Even though some roles require higher proficiency levels than others, moving from one role to another may impact one's proficiency level. This is obvious if the target role requires skills to be developed. When moving to a new role, the proficiency level should be set to VOID until the following analysis (Mastery Process) cycle to allow a proper assessment before defining the new proficiency level. This period, as VOID, is essential to guarantee that the proficiency level will reflect a fair situation within the new role. Also, when one moves to a new role, one is given the opportunity of vertical career growth based on that role. E.g., a proper development plan is considered, and effects are evaluated over time.

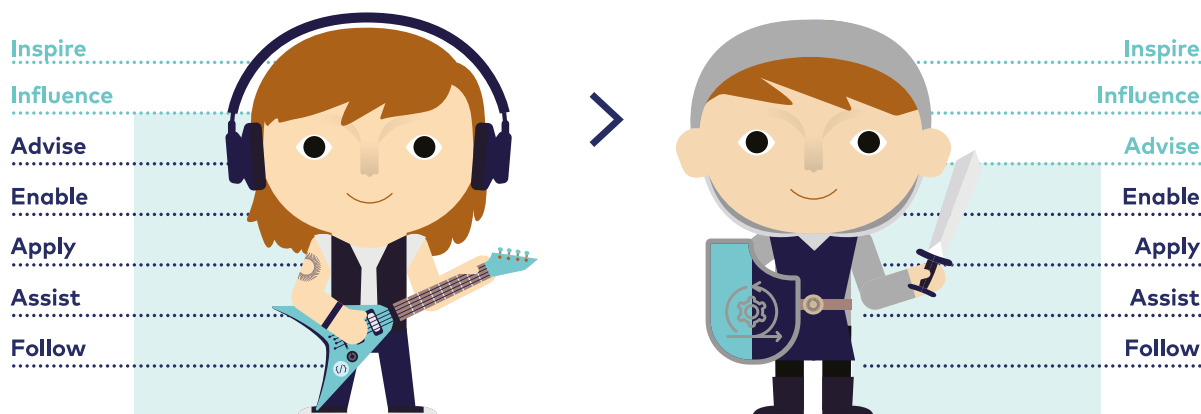


Figure 8 Horizontal Growth

CTW's Learning strategy includes the "Pairing" learning method, which allows a person to pair with any other person in the organisation and thus get a feel for a particular role. This is perceived to be a suitable method of testing a horizontal move before making a final decision.

In the Critical TechWorks context, one should not confuse roles with skills. Our mindset is based on self-directing, autonomous persons and teams. We believe each person should develop all the skills needed to fulfil this self-directing, autonomous mindset required by the role. Having a role aligned with a specific skill (such as architecture or a programming language) limits the freedom to achieve our vision: doing what you love to do while continuing to grow and develop.

For example, technical architecture skills are competencies found in several roles: Rockstar Developer, Data Mastermind, Scrum Knight, Chief Technical Titan, IT Paladin, etc. These roles require a high level of expertise in architecture, but this is not exclusive to any particular role. Suppose we restrict a Rockstar Developer from exercising architectural skills. In that case, we are limiting the potential of the expertise this person has, and we oblige a person to move to another role even if what (s)he loves to do is coding.

Details of how the career evolution should be managed inside the organisation are described in the Mastery Process.

Career evolution is not only about doing a different role, sometimes perceived with higher responsibilities (doing a different thing). It is mainly about knowledge and experience, which are gained by doing the same thing differently. At Critical TechWorks, the way we see people gaining knowledge and experience is to consolidate the role by experimenting it in different contexts. Doing the same role in different products, teams, and business domains allows one to perfect and improve the tools one uses to deal with different situations. It will create enough resources to deal with unexpected situations. Changing the role (too fast) without consolidating the knowledge and experience will be counterproductive and more harmful than favourable for a career evolution.

Roles Description

The roles that comprise the CTW career model are detailed in separate documents. The following documents must be seen as an integrated part of this book of roles and should be read in this context.

Book of Roles: CorpOps roles (CTW-2024-DOC-00038)

Book of Roles: DevOps roles (CTW-2024-DOC-00039)

Book of Roles: Stakeholders and ManOps Roles (CTW-2024-DOC-00037)

Book of Roles: TechOps roles (CTW-2024-DOC-00040)

Document Information

Revision History			
Version	Date	Description	Reviewer
...	September 2018	Boof of Roles, edition 1 Deprecated CTW-2019- DOC-00018, version 6.2.	Several contributors.
1.0	March 2024	Book of Role, edition 2 Main Body, without avatars.	Several contributors.
1.1	July 2024	Typos revision and avatars update.	Several contributors.
1.2	April 2025	Roles update. Proficiency Journey insertion.	Several contributors.

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