

	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9
Research	I can gather basic information about organizational structures and practices.	I can conduct focused research on specific organizational issues or trends.	I can analyze and synthesize research to support organizational, business, or change strategies.	I can design and implement comprehensive research projects to address complex organizational challenges.	I can develop new research methodologies that yield unique insights into organizational dynamics.	I can produce research that influences industry-wide approaches to organizational change.	I can develop areas of organizational research that open up new possibilities in the field.	I can create groundbreaking theories or frameworks based on extensive research that reshape organizational thinking.	I have achieved wide recognition as an authority in this skill and context.
Corporate Strategy	I can understand and explain basic corporate strategies.	I can contribute to the development of strategies for business units or functions.	I can develop comprehensive strategies for organizational units or small organizations.	I can craft and implement enterprise-wide strategies that drive significant organizational change.	I can design innovative strategic approaches that give organizations a competitive edge in their industry.	I can develop strategies that reposition entire organizations in the market.	I can create strategic frameworks that become industry standards.	I can invent strategic approaches that redefine how industries operate.	I have achieved wide recognition as an authority in this skill and context.
Organization Design	I can describe basic org structures and their purposes.	I can suggest and implement minor structural changes to improve efficiency.	I can redesign teams or departments to better align with organizational goals.	I can lead major restructuring efforts that significantly improve organizational effectiveness.	I can develop new operating models that enhance adaptability and performance.	I can design transformative org structures that become case studies in the industry.	I can pioneer approaches to organizational design that challenge traditional corporate structures for the good of all stakeholders.	I can create organizational paradigms that redefine how companies operate and adapt to our changing world.	I have achieved wide recognition as an authority in this skill and context.
Content	I can create basic templates and/or documentation that help clarify processes.	I can contribute to creating content that achieves a business goal (reports, presentations, explainers).	I can develop polished, audience and channel-specific content that aligns with strategic goals.	I can produce content that drives engagement and is used to drive organizational change.	I can create and manage a content ecosystem around a change movement, organizational shift, or business priority.	I can develop content strategies that shape industry standards for communication.	I can create and manage content ecosystems that become a part of how an industry or organization scales.	I can create approaches to content that redefine communication across organizations.	I have achieved wide recognition as an authority in this skill and context.
Business Functions	I have a basic understanding of core business functions.	I can explain how different functions interact within an organization.	I can identify and address functional inefficiencies or conflicts.	I can optimize cross-functional processes to significantly improve organizational performance.	I can develop innovative approaches to functional integration that drive competitive advantage.	I can design and implement cross-functional initiatives that redefine organizational capabilities.	I can create paradigms for cross-functional collaboration that become industry standards for operational excellence.	I can create approaches to functional integration that reshape how entire industries operate.	I have achieved wide recognition as an authority in this skill and context.
Learning & Development	I can participate effectively in learning and development initiatives.	I can facilitate basic training sessions and mentor junior team members.	I can design and implement comprehensive L&D programs for teams or departments.	I can develop organization-wide L&D strategies that significantly enhance leadership capabilities.	I can create innovative leadership development approaches that drive organizational transformation.	I can design L&D ecosystems that become benchmarks in the industry.	I can establish leadership paradigms that challenge traditional notions of organizational development.	I can create approaches to leadership and learning that redefine organizational culture and performance.	I have achieved wide recognition as an authority in this skill and context.
Change Movements	I can support change initiatives within my immediate team.	I can lead small-scale change projects within a department.	I can design and implement comprehensive change management plans for significant organizational shifts.	I can lead complex, multi-faceted change initiatives that transform entire organizations.	I can develop change management methodologies that significantly outperform traditional approaches.	I can create change movements that reshape organizational culture and practices.	I can create approaches to change management that become industry standards.	I can design frameworks for organizational transformation that redefine how companies adapt and evolve.	I have achieved wide recognition as an authority in this skill and context.
Facilitation	I can effectively participate in and support facilitated sessions.	I can plan and lead basic workshops or meetings to achieve specific outcomes.	I can design and facilitate complex sessions that drive meaningful organizational dialogue and decision-making.	I can develop comprehensive facilitation strategies that guide organizations through major transitions or conflicts.	I can create innovative facilitation techniques that significantly enhance group dynamics and outcomes.	I can design facilitation approaches that become case studies in organizational development.	I can create facilitation methods that reshape how organizations approach collective problem-solving and innovation.	I can create facilitation frameworks that redefine organizational communication and collaboration.	I have achieved wide recognition as an authority in this skill and context.
Counsel	I know and understand what is important to my colleagues and customers.	I can offer meaningful off-the-cuff advisement to a colleague and/or customer.	I can unearth a valuable new opportunity for my customers in the midst of a conversation with them.	I can create and maintain an authentic relationship with a senior customer that extends beyond our engagement.	I can participate in a deep, thoughtful conversation with a senior customer about any part of their business.	I can establish a career partnership with a key customer that transcends roles and accelerates our mutual success.	I can provide counsel to a C-suite executive, and that counsel has a direct, positive impact on their business, and on our company's purpose.	I can originate a form of senior partnership and collaboration that is recognized and replicated.	I have achieved wide recognition as an authority in this skill and context.