



CALLING ALL CHANGE-MAKERS

Let's build something people can't imagine living without

BUILD.

MEASURE.

LEARN.

CAREER.
GROWTH.
FRAMEWORK.

CREATIVE

Your Development Super-Highway

The **Curve Career Growth Framework** - a set of principles, frameworks and processes to support all Curvers to grow, navigate and advance their careers by challenging themselves, achieving their professional goals - all while doing great work for our customers.

How to use this guide

How we use it at Curve

We use the Career Growth Framework in many ways and often:

- We treat it as a **living** document - as we continue to grow and change as a company - this is reflected.
- It is a great resource that we use in our 1-1's, performance coaching, OKR processes and activities which support career **growth** and **opportunity** throughout Curve.
- For larger teams such as Creative we provide an 'Assessment & Expected Behaviours' document that includes more granular examples of performance expectations and development activities (at each level) across particular sub-teams.

For applying for a role at Curve

The framework is also **integral** to our recruitment and selection processes, you can use this guide to:

- Fully **understand** the role you're applying for, in the context of the wider team and company.
- See one aspect of how we **evaluate** candidates during the interview process and what the **expectations** of each role will look like when they join Curve.
- Understand how we **differentiate** and display how career growth at Curve is based on 3 distinct career tracks: Individual contributor, People Leadership & Technical Leadership.

Leadership Principles

All Curve team members are expected to exhibit our **Leadership Principles** in everything they do - regardless of role or level. These are woven into our frameworks and constitute a large part of our recruitment, selection and onboarding processes.

1 Obsess About the Customer.

Customers buy experiences, not features. Start with the customer, and work backwards. We work hard to impact customers' lives, earn and keep their trust, and create delight.

2 Extreme Ownership.

Curvers are owners of Curve and their work. They take personal responsibility. They remind their team about the bigger picture and the "why". They embrace failures and gratitude the team for the wins. They constantly seek for possible ways to increase the team's efficiency, and disregard functional boundaries to deliver value to the entire company. They don't sacrifice long-term value for short-term results. They are in the details, see things through to completion, and never say "that's not my job."

3 Think Big and Innovate.

Everything is possible. Leaders challenge assumptions, build on previous discoveries, and suggest better approaches. They are focused, bold, adaptable, and resourceful.

4 Build. Measure. Learn.

Leaders keep learning, improving, and striving to learn the 'why'. They are intellectually curious about new possibilities and explore them. They move quickly into action and shorten the time to first feedback. They seek diverse views, form good judgment, apply rigour, and measure impact to drive improvement.

5 Automate to Accelerate.

Once Leaders discover the right thing to do, they eliminate manual steps and address more complex problems. Make manual work redundant, and focus back on the Mission.

6 Bias for Action.

Speed matters in business. Many decisions and actions are reversible and do not require extensive study. Leaders identify easily reversible decisions and move into action. We value calculated risk taking.

7 Earn Trust.

Leaders listen attentively, speak candidly, and treat others respectfully. They are vocally self-critical, even when doing so is awkward or embarrassing. They believe relationships and collaboration are the foundation for producing good outcomes. They follow through on their commitments, and communicate often with honesty and intent.

8 Obligation to Dissent.

Leaders are obliged to respectfully challenge decisions when they disagree, even if doing so is uncomfortable or exhausting. Leaders have conviction and are passionate. They do not compromise for the sake of social cohesion. And, once a decision is made, they commit wholly.

9 Hire and Develop the Best

Leaders raise the performance bar with every hire and promotion. They apply the Keepers' Principle, recognise exceptional talent, and develop them purposefully. Leaders develop Leaders and take their role in coaching others, seriously.

10 Deliver Results.

Leaders recognise that it takes an investment of time and effort to achieve greatness. They strive for perfection, but settle for excellence in every part of their work. They have the courage to admit when they're wrong. They care about accomplishing great work, and reward impact. Despite setbacks, they rise to the occasion and never compromise.

Creative Team Career Growth Framework

The framework highlights 5 shared **Creative Capabilities** regarded as crucial to success across all of our teams - which clearly show incremental skill and experience growth steps.

Progression across the team is supported by discussions between team members and Managers and is contingent on already consistently demonstrating capability to perform key aspects of the next role.

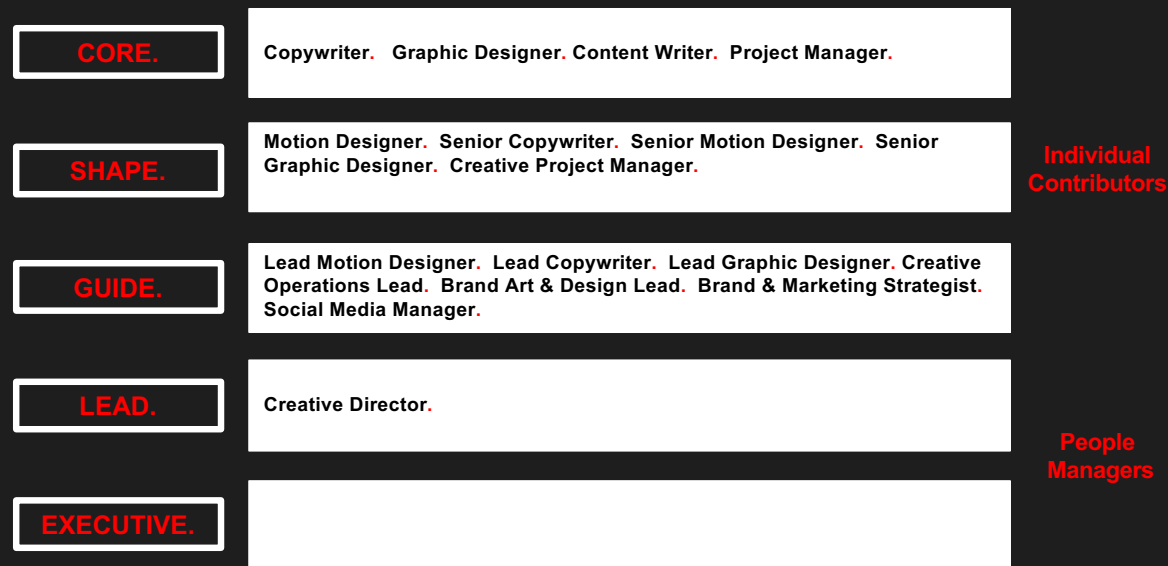
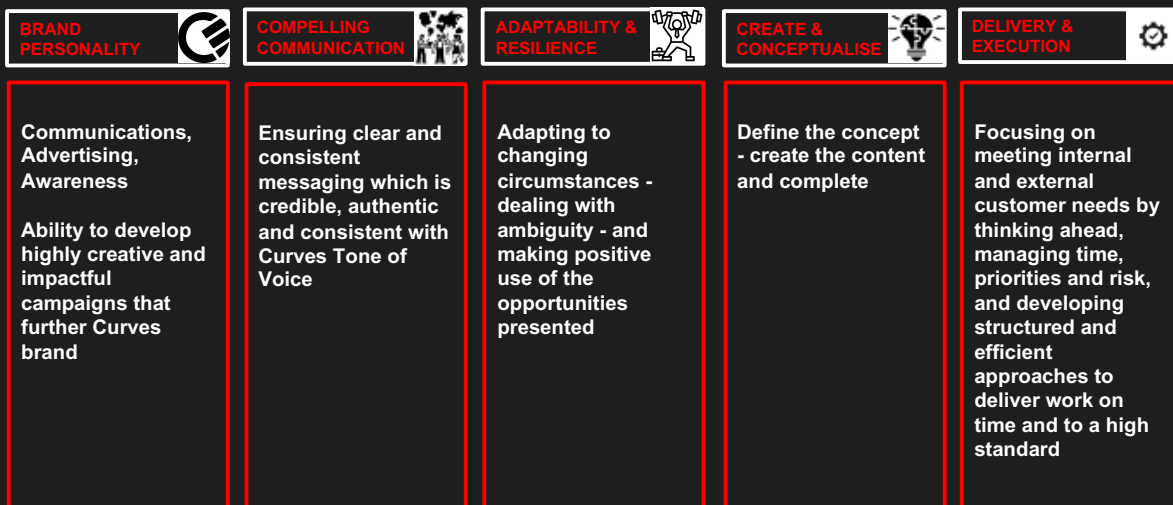
The framework shows how careers can grow across 5 broad levels within Curve: **CORE. SHAPE. GUIDE. LEAD. EXECUTIVE.**

Additionally, it shows how careers can develop over time by clearly showing 3 distinct career tracks:

Individual Contributors are individuals team members that are focused on growing and honing their technical skills and delivering value to the business.

Technical Leaders are individuals with extensive technical expertise expertise who are focused on providing technical leadership, growing and honing their own and others technical skills.

People Managers are individuals who combine strong technical and leadership expertise to build teams and their capability.



CORE.

COPYWRITER. GRAPHIC DESIGNER. CONTENT WRITER. PROJECT MANAGER.

BRAND PERSONALITY



KYC: Understands the need to have strong customer insights to inform action - uses every avenue (internal/external) to find ways to make them feel Appreciated. Delighted. Loyal. Understood.

Curve Tone of Voice: Creative storyteller who writes uniquely brilliant eye-popping, attention grabbing content in Curves Tone of Voice that communicates our value in compelling, new and innovative ways - across all channels.

Our Brand Visual Identity: Distils complex concepts to create simple, distinctive, easily recognisable visual images that set Curve apart from the crowd - brings to life unique pieces of content, and conveys complex narratives eloquently - utilising design skills, including knowledge of typography, composition, and colour.

COMPELLING COMMUNICATION



Relating & Networking: Create strong alliances with internal stakeholders to support company-wide business initiatives and new features releases and product improvements.

Presenting & Communicating: Communicates ideas with passion – is engaging, persuasive and confident in what they believe.

Zoo Station: Supports internal teams by creating Curve collateral (C-Suite / Investor Decks, PR, slide templates, stuff we wear) that fits our tone of voice and visual identity.

ADAPTABILITY & RESILIENCE



Keeps a Cool Head: Stays calm in pressurised and demanding situations.

Embraces constructive feedback in a positive and is able to cope with setbacks.

It's CHAOS...But I LOVE it: Quickly and confidently - shifts and responds to changing circumstances. Maintains a high level of performance when facing pressure and uncertainty.

CREATE & CONCEPTUALISE



CONCEPT: You are able to translate and reframe a vague idea, problem or brief into a clear vision of success that surprises and exceeds what was thought possible - and then tie it back to the bigger picture.

CREATE: You operate within agreed processes to ensure your work aligns with Curves Tone of Voice, visual identity and brand message through rapid prototyping using standard copy processes, tools and techniques.

COMPLETE: You produce strong project implementation plans to realise the creative vision and business objectives - i.e. getting the right customer messages across a complex range of online and offline channels.

DELIVERY & EXECUTION



Prioritisation: Takes a structured and planned approach to their work and prioritises activity in agreement with line Manager.

Has the ability to be flexible and responsive to the needs of key internal and external stakeholders.

Execution: Delivers high quality work through following well-defined team processes.

Is learning their craft through completing tasks / activities with strong degree of supervision/support - utilising role specific training, embracing constructive feedback, being curious and asking lots of questions.

SHAPE.

MOTION DESIGNER. SENIOR COPYWRITER. SENIOR MOTION DESIGNER.
SENIOR GRAPHIC DESIGNER. CREATIVE PROJECT MANAGER.

**BRAND
PERSONALITY**



KYC: You actively find new and innovative ways to develop stronger customer insights to inform content creation which influences Curves overall growth marketing strategy and new product / proposition development.

Curve Tone of Voice: As a devoted preacher of Curves brand, voice and style, craft eye-catching, meaningful content across several medias - that demands immediate attention and differentiates the Company and reaches our current / future customers.

Our Brand Visual Identity: Distils complex concepts to create simple, distinctive, easily recognisable visual images that set Curve apart from the crowd.

**COMPELLING
COMMUNICATION**



Relating & Networking: Creates strong alliances with internal and external stakeholders to develop highly effective campaigns, initiatives, narratives and features.

Confidently voices concerns, ideas and actively listens to all points of view during discussions.

Presenting & Communicating: Confidently and convincingly presents work to target audiences, adapting style and communication method accordingly.

Zoo Station: Ensures high-quality content across a breadth of project channels (online and offline), platforms and mediums – which is appropriately utilised across Curve.

**ADAPTABILITY &
RESILIENCE**



Keeps a Cool Head: Responds positively to insanely high expectations, changing circumstances or sometimes unwarranted criticism from stakeholders by remaining focussed, logical and decisive.

Is prepared and able to make difficult - sometimes unpopular - decisions in the best interest of the Curve and remains committed to seeing them through.

It's CHAOS... But I LOVE it!
Maintains a high level of performance when facing ambiguity, pressure and uncertainty.

Coaches junior team members to see the opportunity and develop their ability to thrive in a high dynamic environment.

**CREATE &
CONCEPTUALISE**



CONCEPT: You encourage teams you work with to engage in deeper reflection of the customer journey (what customers care about, how they truly behave, what their needs are, and what influences them) to achieve a clear vision and sense of where growth will come from that provides a 'true north' against which to measure success.

CREATE: Moves the brief into action by rapidly taking complex concepts and distilling them down to simple, yet compelling content and campaigns solutions.

Clearly communicates ideas when presenting work that is both and achieves consensus.

COMPLETE: Considers conventional, as well as non-conventional solutions, when launching new campaigns by actively challenging the status quo and championing innovation at all stages.

**DELIVERY &
EXECUTION**



Prioritisation: Marries their strong understanding of workload, commitment needed to fulfil tasks and anticipation of potential obstacles or bottlenecks with their know-how of how to best use resources and ability to prioritise accordingly.

Coaches and guides junior team members to manage multiple and often competing stakeholder priorities.

Execution: Demonstrates good understanding of and ability to operate within team processes, systems and processes.

Enthusiastically looks for opportunities to improve contribution.

GUIDE.

LEAD MOTION DESIGNER. LEAD COPYWRITER. LEAD GRAPHIC DESIGNER.
CREATIVE OPERATIONS LEAD. BRAND ART & DESIGN LEAD.
BRAND & MARKETING STRATEGIST. SOCIAL MEDIA MANAGER.

BRAND PERSONALITY



KYC: You ensure new workflows introduced to the Creative team are underpinned by strong customer insights, effective communication and collaborative processes to ensure clarity on roles, responsibilities, and deadlines.

Curve Tone of Voice: Leveraging your deep understanding of Curves brand voice and style - you oversee end-end process and production of all creative output across channels – ensuring content is consistent in its look, feel and tone.

Our Brand Visual Identity: You lead all operational processes, acting as the conduit between the Creative team and the business to ensure design consistency across multiple projects – that art and copy are married perfectly - to produce ground-breaking campaigns which move the brand forward.

COMPELLING COMMUNICATION



Relating & Networking: Creates and facilitates frameworks/channels to develop strong relationships across Curve teams and B2B partners to ensure successful project delivery.

Actively leverages network outside of Curve to bring in latest Brand/Design thinking to improve team outputs.

Presenting & Communicating: Confidently and convincingly presents project concepts, plans and progress to senior audiences to influence brand thinking and communication strategy.

Ensures all corporate communications campaigns achieve their objectives with regard to Curves tone, impact, and the required audience response.

Zoo Station: Has a clear sense of what 'The Zoo' is - and what it is not – and that this understood across the business – defining engagement, scope and delivery processes which meet the companies needs.

ADAPTABILITY & RESILIENCE



Keeps a Cool Head: Actively coaches team members to effectively deal with constant challenge, multiple (sometimes conflicting) priorities with logic and reason.

It's CHAOS... But I LOVE it!: Ensures the teams voice is heard and that their ability to deliver is protected.

Coaches project owners and junior team members to deliver.

Works hand-in-hand with Creative Director to increase collaboration inside and outside of the Creative team to execute briefs and bring campaigns to life.

CREATE & CONCEPTUALISE



CONCEPT: You ensure the team agrees clear and succinct briefs, project plans that highlight resources/budgets, accountabilities, milestones and success measures for all initiatives.

Oversee the whole project portfolio and lead prioritisation activity to correspond with business priorities and product roadmap.

CREATE: Guide teams to be resilient and have the ability to adapt to changing requirements and priorities.

Ensure real progress across all projects by coaching teams to work within process and effectively navigate changing stakeholder requirements - removing obstacles which delay delivery or diminish quality.

COMPLETE: Works closely with the Creative Director to review and communicate progress across project / initiatives.

Defines and implements improvements to processes, communications and operations.

DELIVERY & EXECUTION



Prioritisation: Outlines inspiring long-term Brand vision and sense of purpose to prioritise and help set incredibly ambitious team objectives.

Execution: Plays an integral role in delivering of large, mission critical, Brand programs and projects.

Ensures operational excellence by creating enabling frameworks and processes and coaching teams across to anticipate and overcome challenges by being agile, resourceful, resilient and tenacious.

Coaches and guides junior team members to manage multiple and often competing stakeholder priorities.

LEAD.

CREATIVE DIRECTOR.

BRAND PERSONALITY



KYC: You own and evolve the Brand voice for Curve – ensuring that customer /strategic marketing insights truly influence Curves overall strategy, new product development, proposition development, pricing and product /service delivery.

Curve Tone of Voice: You scale Curves tone of voice - clearly, concisely, and fearlessly through existing content and pushing the barriers of where we will be next.

You challenge the team to develop, experiment and test creative and unique messaging/visuals across all they touch that differentiate the Company and reach our current / future customers– now and in the future.

Our Brand Visual Identity: You lead brainstorming sessions with the team, maintaining strategic and creative thinking to develop innovative and actionable creative initiatives – signing off final concepts which deliver against with the overall brand strategy.

COMPELLING COMMUNICATION



Relating & Networking: Leverages strategic relationships with senior stakeholders and partners within and External to Curve to ensure best brand exposure and representation.

Regarded as a true thought leader and expert on the brand identity within Curve and through the industry.

Presenting & Communicating: Strategically identifies opportunities to raise brand awareness by delivering inspirational and high-impact communications across Curve and beyond – engaging storytelling and case studies to underscore key messages.

Zoo Station: Establishes a strong design direction and culture of excellence to ensure all Curve art/copy assets are industry leading.

ADAPTABILITY & RESILIENCE



Keeps a Cool Head: Leads and develops the teams ability to achieve through often highly ambiguous and demanding scenarios - taking the necessary actions to obliterate obstacles and ensure brilliant work is the norm - through enabling / coaching.

It's CHAOS... But I LOVE it! Keeps the mission first and foremost in the team's minds - embodies entrepreneurial and agile thinking, zen-level composure and laser focus.

CREATE & CONCEPTUALISE



CONCEPT: Works with senior leaders and key strategic partners to achieve a highly developed sense of brand exposure, awareness and build a sense of common purpose within and external to Curve.

Leads team engagement strategy – ensuring creative processes become more efficient and effective.

CREATE: You translate ideas into new growth conversations and opportunities.

Oversees teams capability / capacity to undertake creative processes ensuring that their creative/technical strengths are utilised and innovation is supported.

COMPLETE: Ensures delivery of Curves most crucial above the line campaigns – ensuring team achieve against frighteningly hard objectives through exceptional project management, effective stakeholder engagement and brand positioning.

DELIVERY & EXECUTION



Prioritisation: Leads creation and delivery of highest-visibility mission critical brand initiatives.

Ensures work is well prioritised, planned and valuable to Curves mission - actively removing obstacles, distractions and low - impact work.

Execution: Ensures whole Brand team executes consistently, rapidly and effectively in line with the business/product roadmap and strategy.

Engages considerable expertise to ensure established processes and practices across the Company lead to significant shifts in customers experiences of Curves brand and that they feel closer to and become advocates/ambassadors over time.